

**SOUTH CENTRAL REGION
WORKFORCE INVESTMENT BOARD
2-YEAR PLAN
Program Years 05-06**

I. Local Workforce Investment Board's Vision

State the local board's vision for the workforce investment region and how this vision meets, interprets and furthers the Governor's vision and the national direction.

The vision of the South Central Region Workforce Investment Board (WIB) is to improve the quality of life in our area. By establishing a public/private partnership, we will ensure all citizens are afforded an environment that supports a market-driven workforce development system with clear goals and accountability. This system will be responsive, support lifelong skill development, establish a culture of continuous learning, and provide easy and universal access to information and services by job seekers and the business community. Ultimately, this system will provide customers with the knowledge and tools necessary to establish a world-class workforce for a world-class economy.

The South Central Workforce Investment Board has undergone dramatic changes and improvements changes in the last three years. The WIB and the Council of Chief Local Elected Officials (CCLEO) embraced the Division of Workforce Development's vision that workforce development should focus primarily on the needs of the businesses. By meeting the needs of business, we will serve the job-seeking customer better and improve economic development in our communities.

The WIB considers workforce development to be an integral part of economic development, that developing economic opportunity in the region means providing opportunity for both job seekers and employers. In order to identify key issues, goals, measures and action plans, the WIB developed a strategic plan to chart its course in serving our customers. We take this role very seriously and welcome the challenges it presents.

Another major change took place July 1, 2005, when the WIB became its own fiscal agent as a not for profit 501©3 entity. The WIB staff moved into a new office in West Plains and is responsible for the administration of the region's allocations.

In 2004, the South Central Region WIB developed and implemented a Regional Business Outreach and Marketing Plan to find effective ways to increase businesses' awareness and usage of the Career Center system. The plan provides the framework for the South Central Region Career Center system to more effectively market and deliver services to our business customer. By adjusting our focus to the needs of area businesses, we will inspire greater business usage of the system, thereby assisting partner agencies in reaching their individual performance measures. With cross marketing, open communication, timely and responsible

reporting, and a customer focus, we will provide greater assistance to businesses utilizing the Career Center services and resources.

The South Central Workforce Investment Board (WIB) operates an Employed Worker Training (EWT) Program designed to fill the gap that exists in current state and federal training assistance programs. People who are currently working and not eligible for public assistance, or businesses that are dealing with expansion or retention situations do not have On The Job (OJT) training dollars available to them. The negative effects of this gap are evident in several areas of interest to the South Central WIB. It impacts job seekers, those currently employed, as well as the overall business community. The EWT program was approved by Division of Workforce Development February 4, 2005.

The Employed Worker Training program will reimburse up to fifty percent of the wages of employed workers participating in a WIB approved training program. The employer will be responsible for applying for the funds, describing the need for training, providing a detailed training timeline and conducting the training. Program marketing will be primarily through economic development groups and Missouri Career Center System business outreach staff.

To summarize, the South Central WIB is firm in its belief that we must increase our efforts to attract and engage businesses in our workforce development initiative. We must strengthen the link with economic development and work to increase our efforts to help local businesses remain and thrive in our communities. Otherwise, why are we training and developing a workforce if there are no jobs available?

The Workforce Investment Board is eager to serve more employers and to have their endorsement of our workforce initiatives. We believe that employers have the best understanding of labor market needs and economic changes. By providing them with additional resources to help them, we believe local businesses will become more involved in the WIB's strategy and policy discussions and decisions. Strengthening our relationship with the business community will help ensure constant improvement in the way the South Central One-Stop delivery system provides services and meets the needs of our employers and job seekers.

II. Local Workforce Investment Priorities

*Identify the workforce investment needs of businesses, jobseekers, and workers in the local area, and how those needs were determined.**

Strategic Planning Process

The WIB began the strategic planning process in the fall of 2001. The facilitated sessions were attended by WIB members, County Commissioners, staff, and other partners. The WIB identified its key issues and assigned them to ad hoc committees for development into action plans. In many respects, the strategic plan has the practical usefulness of a work plan. The WIB intends to use the plan to guide its work over the coming months and years. The board will

focus its committee work and full board work on the action plans. The WIB considers strategic planning to be only the starting point. As specific goals are achieved and key issues are resolved, they will be replaced by other issues deemed significant by the WIB.

Priority issues identified by the WIB during Strategic Planning sessions:

Market and educate the community on the WIB's role: The WIB recognizes the need to market services to employers and job seekers and that clarifying the WIB's role will strengthen participation, support and utilization of services.

Broad-based collaboration and sharing of knowledge and resources: The WIB recognizes its role in the community as a convener of resources and services that meet the needs of employers and job seekers.

Identify and respond to barriers of job seekers: The WIB recognizes the need to provide job placement, job matching, job retention, skills training services, ie. on the job training; skills upgrade, adult education for the benefit of employers and job seekers

Increase and diversify funding: The WIB intends to secure funds to support workforce development in the region.

Work with economic development and other job developers in providing jobs above the living wage with benefits.

Results from research conducted by the South Central WIB (focus groups, surveys and direct employer contact) indicates a variety of needed core skills that are common to the majority of employers in the region, regardless of the type of business. This information is complemented with information provided by education entities and workforce providers.

Employer Needs: Information from a variety of employer sources repeatedly point to the needs identified below. Employers generally expect the following skills and attributes to be present at the time of hire:

Basic reading and math skills

- Positive work ethic (e.g., attendance and timeliness)
- Work maturity skills (e.g., following instructions, respect for supervisor co-workers, etc.)
- Ability to pass a drug test
- High school diploma/GED
- Oral and written communications skills
- Teamwork skills
- Problem-solving skills
- Trainable workforce

Job seekers and workers needs:

- Ability to pay for reliable transportation to obtain and keep a job

- Full-time (40-hour per week) jobs
- Good wages and benefits
- Job security
- Ability to progress with company

Skills Gap Analysis Events

The workforce development needs assessment of the region was conducted using two different strategies: 1) an examination of data provided by the Missouri Economic Research & Information Center (MERIC) and 2) focus groups with employers and other stakeholders which were held in Poplar Bluff on March 22, 2005 and West Plains on March 23, 2005. Private business representatives as well as individuals representing economic development, education, community-based organizations, service providers and the Workforce Investment Board were in attendance. While skills shortages and skills gaps were both addressed, participants in both locations focused mostly on skills gap issues such as the job readiness of employees and potential employees.

Participants in both locations indicated that companies need dependable workers who are trainable. Both groups expressed concerns about the lack of workforce readiness among applicants and new hires. They find it difficult to attract employees with a good work ethic, who possess so-called "soft skills" such as customer service skills and are willing to learn. A consensus opinion was "send me someone who wants to work and I'll train them".

The employer participants indicated that they are more interested in training workers who have already "proven to be dependable" rather than to invest time and money on "higher risk" new hires. They suggested that short term training programs for their employed workers provides a career path for them and opens up lower level positions for new hires.

Common concerns/comments from both locations:

- People don't understand the value of working
- Applicants lack basic skills such as business math & writing
- Applicants lack customer service skills
- Critical thinking skills are lacking
- Need people with a strong work ethic who are dependable, clean & sober.
- Applicant wage expectations exceed their earning power
- Aging workforce
- Businesses and job seekers need easy access to information and services

General recommendations made in both locations.

- WIB should identify and communicate where to get services in the region.
- WIB help coordinate services to overcome the funding silos
- WIB should be involved with in-school intervention strategies early (elementary, high schools, colleges).
- WIB should be engaged with business service clubs, i.e.: Kiwanis

- WIB should base services on community needs; individual communities in the region have different needs and resources.
- WIB should offer work readiness programs for everyone.
- WIB should provide skills upgrading such as short term training for employed workers.
- Continue to offer skills training such as vocational training and OJT.
- Expand support services.

Regional Workforce Gap Analysis: Needs Assessment

The Department of Economic Development provided a regional profile of the South Central Workforce Investment Area. The following data reflects current and future needs of businesses, jobseekers, and workers in our region:

1. Seven of our twelve counties had higher unemployment rates than both the state and national rates in July of 2004.
2. Poverty was significantly higher in the South Central WIA than the Missouri average in 2000. Individuals in the South Central WIA region have significantly lower wages and annual incomes than other regions in Missouri. Poverty is pervasive throughout the region.
3. Occupations with the largest number of annual openings include: retail sales workers, cashiers, and food preparation/serving workers. These occupations have many openings each year, but pay less than \$15,000/year.
4. A significant number of workers commute long distances to work.
5. The Educational Services sector has over 19% of its workforce over the age of 55. This means that in ten years, this sector may potentially have problems finding enough qualified workers when their older workers retire.
6. Most of the fast growing industries have low employment bases, pay low wages, and are not nationally competitive.
7. The highest demand jobs over the next ten years will require minimal skills or on-the-job training, thus not placing major strains on the local educational system.
8. The need for about 34 Registered Nurses each year over the next decade will require local educational institutions to expand or develop nursing programs to fill this need; or the South Central WIA will have to recruit nurses from outside the region.
9. The fastest growing occupations in the South Central WIA are related to postsecondary education, museum, and entertainment careers. Although some jobs require only a minimum of long-term on-the-job training, most of the fast growing occupations require a minimum of a master's or doctoral degree.

2000 Census Data

Data shows that 40,922 adults over the age of 25 in our 12-county area do not have a high-school diploma or a General Education Degree (GED). The lack of education contributes to poverty I

our region. Workers without at least a GED are doomed to low-wage jobs with a high possibility of being laid-off and little chance of advancement.

The South Central Workforce Investment Area is clearly a large, very rural area with a significant impoverished, uneducated population. The local needs of our jobseekers and businesses are unique and unrelated to those in the urban areas.

III. Local Structure

A. Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.

The South Central Region consists of twelve counties in southern Missouri: Butler, Carter, Douglas, Howell, Oregon, Ozark, Shannon, Texas, Reynolds, Ripley, Wayne and Wright. It is the largest geographical region in the state and is sparsely populated with the exception of two Micropolitan Statistical Areas: Poplar Bluff in Butler County and West Plains in Howell County.

Data provided by MERIC shows that the population of the region is 199,755 with 4% minorities. The Median household income is \$24,384 and the average unemployment rate is 3.8%. The majority, nearly 52% of the region's population is female. Approximately 67% of the population is 25 years of age or older, with nearly 43% over the age of 44. According to the Missouri Economic Research and Information Center (MERIC) Economic Profile, poverty rate for the area is 22.5%, much higher than the 12.4% for the state as a whole. The unemployment rate during 1999 for the South Central Region was 5.3%, compared to the state average of 3.4%. The 2000 Census report indicates that 96.5% of the population is white, 1% is Hispanic and less than 1% is black or Asian.

South Central Region Population						
	2000 Population	2000 Population Density	1990 Population	1999 Population	Change 1990- 2000	Change 1999- 2000
Douglas	13,084	16.1	11,899	12,421	10.0%	5.3%
Howell	37,238	40.1	31,601	36,070	17.8%	3.2%
Oregon	10,344	13.1	9,485	10,295	9.1%	0.5%
Ozark	9,542	12.6	8,640	9,970	10.4%	-4.3%
Shannon	8,324	8.3	7,607	8,298	9.4%	0.3%
Texas	23,003	19.5	21,483	22,470	7.1%	2.4%
Wright	17,955	26.3	16,816	19,934	6.8%	-9.9%

Butler	40,867	58.4	38,852	40,379	5.2%	1.2%
Carter	5,941	11.7	5,534	6,292	7.4%	-5.6%
Reynolds	6,689	8.2	6,667	6,627	0.3%	0.9%
Ripley	13,509	21.2	12,364	14,174	9.3%	-4.7%
Wayne	13,259	17.1	11,560	13,046	14.7%	1.6%

Publicly-funded technical schools:

South Central Career Center – West Plains
 Poplar Bluff Technical Career Center – Poplar Bluff
 Current River Area Vocational Technical School
 Ozark Mountain Technical Center

State University:

Missouri State University – West Plains

Community College:

Three Rivers Community College

Major employers in this region include: Ozarks Medical Center; Regal-Beloit Electric Motors Group; Systems & Electronics, Inc.; Briggs & Stratton Corp; Three Rivers Health Care; Gates Rubber Co.; Rowe Furniture; Wal-Mart Super Center.

The largest employing industries in the South Central WIA include: farm, retail trade, state/local government, and construction. In terms of national competitiveness, the wood product manufacturing and farm sectors are most competitive while the wholesale trade sector is the least competitive. The fastest growing industries in the South Central WIA include: motion pictures, waste management, nonmetallic mineral production, and social assistance. Most of the fast growing industries have low employment bases, pay low wages, and are not nationally competitive. However, the nonmetallic mineral production manufacturing industry pays above average wages and is one of the area's more nationally competitive industries. The highest paying industries in the South Central WIA include: federal civilian, beverage/tobacco production, utilities, and rail transportation.

B. Describe the region's economic condition, including the following information by County and the overall region

- **Average personal income level:**

SOUTH CENTRAL REGION PER CAPITA PERSONAL INCOME

COUNTY	1991	2000	2001	% CHANGE 1991-2000	% CHANGE 2000-2001
Butler	\$13,788	\$22,219	\$23,317	69%	4.9%
Carter	\$11,733	17,720	\$18,015	53.5%	1.7%
Douglas	\$10,163	\$15,604	\$16,027	57.7%	2.7%
Howell	\$12,661	\$18,629	\$19,483	53.9%	4.6%
Oregon	\$10,887	\$15,541	\$15,980	46.8%	2.8%
Ozark	\$11,927	\$16,007	\$16,630	39.4%	3.9%
Shannon	\$10,574	\$15,626	\$15,543	47%	-0.5%
Texas	\$11,000	\$15,823	\$15,260	38.7%	-3.6%
Reynolds	\$11,811	\$16,828	\$17,122	45.0%	1.7%
Ripley	\$10,449	\$15,633	\$16,445	57.4%	5.2%
Wayne	\$10,946	\$15,509	\$16,067	46.8%	3.6%
Wright	\$11,151	\$16,342	\$16,349	46.6%	0.0

SOUTH CENTRAL REGION PERSONAL INCOME (\$000)

COUNTY	1991	2000	2001	% CHANGE 1991-2000	% CHANGE 2000-2001
Butler	\$542,995	\$906,880	\$948,437	74.7%	4.6%
Carter	\$65,953	\$105,362	\$106,071	60.8%	0.7%
Douglas	\$121,510	\$204,403	\$211,095	73.7%	3.3%
Howell	\$407,931	\$693,621	\$724,068	77.5%	4.4%
Oregon	\$103,755	\$160,365	\$163,988	58.1%	2.3%
Ozark	\$102,821	\$152,607	\$156,889	52.6%	2.8%
Shannon	\$80,619	\$130,052	\$129,909	61.1%	-0.1%
Texas	\$240,090	\$364,020	\$372,064	55.0%	2.2%
Reynolds	\$79,110	\$113,402	\$112,988	42.8%	-0.4
Ripley	\$129,539	\$211,018	\$220,031	69.9%	4.3%
Wayne	\$130,141	\$205,682	\$212,154	63.0%	3.1%
Wright	\$185,911	\$293,645	\$293,487	57.9%	-0.1%

- **Number and percent of working-age population living at or below poverty level:**

SOUTH CENTRAL REGION POVERTY

	Population (18-64)	Individuals (18-64) below poverty level	%of individuals (18-64) below poverty level
Butler	24,033	3,814	18.86%
Carter	3,495	754	27.51%
Douglas	7,469	1,199	19.12%
Howell	21,196	3,455	19.47%
Oregon	5,978	1,180	24.59%
Ozark	5,595	1,088	22.70%
Shannon	4,877	1,194	32.42%
Texas	13,142	2,503	23.53%
Reynolds	3,983	737	22.70%
Ripley	7,788	1,562	25.09%
Wayne	7,515	1,524	25.44%
Wright	10,097	1,942	23.81%
South Central Region	115,168	20,952	18.19%

(Data from MERIC)

Unemployment Rates					
Area Name	2000	2001	2002	2003	2004
Butler	4.7	5.6	5.0	5.3	5.0
Carter	5.4	6.4	6.8	6.8	7.1
Douglas	5.7	9.7	11.0	8.8	6.9
Howell	3.7	4.5	4.9	5.7	5.3
Oregon	3.3	4.3	4.6	4.5	4.7
Ozark	4.2	5.7	6.1	5.5	5.4
Reynolds	8.5	8.2	8.2	9.0	8.8
Ripley	5.5	7.3	6.8	7.1	6.4
Shannon	5.1	6.4	6.5	7.5	8.3
Texas	6.4	7.0	7.2	8.7	8.1
Wayne	8.2	11.1	11.3	11.1	10.4
Wright	6.0	8.8	8.7	7.7	8.3
South Central Region	5.56	7.1	7.25	7.3	7.05

(2000 to 2004 data reflects 2000-based geography and new model-based controls. To be revised further in 2005. Annual estimates reflect unemployment estimates from January to May of 2005.

- **Major (over 50) lay-off events over the past three years and any anticipated layoffs**

Company	Location	# Affected	Date
Paramount Headwear	Winona	63	10-30-2003
Sequel	Willow Springs	63	10-30-2003
Escapes	Houston	53	12-17-2003

There were 18 other layoffs and closures from July 2003 until present. Number of employees affected ranged from 3 to 48, totaling 304.

C. Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the local plan, prior to submission of the plan. *

A public notice will be put in the two major newspapers, apprising the public of the development and subsequent submission of a new Workforce Investment Board Plan. Individuals and organizations on our diversity list will be notified at that time. This public comment period shall consist of 30 days.

Input from local business representatives, and labor organizations were gathered at two Skills Gap Analysis Planning Meetings in March 2005 at West Plains and Poplar Bluff. Data from the report compiled by the Missouri Training Institute was extensively used in developing the 2-Year Plan.

The Workforce Investment Board's Planning and Evaluation Committee was convened to assist in the development of the plan. The One-Stop Partners, DWD staff and local WIA Title I and Career Assistance Program (CAP) sub-contractors, and the regional DWD Business Representative contributed input and information as the plan was developed. The Council of Chief Local Elected Officials was given timely reports via e-mail, phone-calls and in meetings relating to the progress of the plan's development. The Workforce Investment Board approved the plan at the August 23, 2005 in a full-board meeting and the CLEOs concurred.

D. (A comprehensive one-stop center is defined in 20 CFR 662.100(c) as a physical center "that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners.") Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.

(See Attachment 1) The document is in hard copy only.

E. Identify the one-stop partners that are physically located at the comprehensive center(s) and the services provided by these partners and list them in Attachment 1 to the local plan.

(See Attachment 1)

F. (According to 20 CFR 662.100(d)(1), affiliate one-stop sites “can provide one or more partners’ programs, services and activities at each site.) Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.

(See Attachment 1)

G. Identify the one-stop partners that are physically located at the affiliated sites and the services provided by these partners and list them in Attachment 1 to the local plan.

(See Attachment 1)

IV. Economic and Labor Market Analysis

A. Identify the current and projected employment opportunities in the local area.*

SOUTH CENTRAL WIA - TOP OPENINGS BY OCCUPATION					
OCCUPATION - SOC	PERCENT CHANGE	ANNUAL OPENINGS	ENTRY WAGE	AVERAGE WAGE	REQUIRED EDUCATION AND EXPERIENCE
Cashiers	12.53	98	\$12,280	\$13,351	Short-term on-the-job training
Combined Food Preparation and Serving Workers, including	34.48	59	\$12,368	\$12,834	Short-term on-the-job training
Retail Salespersons	8.73	60	\$12,322	\$17,513	Short-term on-the-job training
Waiters and Waitresses	23.62	45	\$12,320	\$13,765	Short-term on-the-job training
Nursing Aides, Orderlies, and Attendants	19.25	20	\$12,372	\$14,567	Short-term on-the-job training
Registered Nurses	20.23	23	\$29,048	\$37,578	Associate degree
Laborers and Freight, Stock, and Material Movers, Hand	10.27	34	\$12,322	\$15,598	Short-term on-the-job training
Elementary School Teachers, Except Special Education	14.35	26	\$24,222	\$31,207	Bachelor's degree
Office Clerks, General	11.01	27	\$12,366	\$16,575	Short-term on-the-job training
Truck Drivers, Heavy and Tractor-Trailer	10.81	24	\$15,321	\$25,045	Moderate-term on-the-job training

SOURCE: Long-Term Projections, MERIC-MODED and ETA-USCOL

Top Openings by Occupation

Occupations with the largest number of annual openings (new jobs + replacements) include:

- Retail sales workers, cashiers, food preparation and serving workers, and waiters and waitresses.

Although these occupations have over 20 openings each year, they pay very low wages, less than \$15,000 per year, and require minimal education and experience.

The exception is registered nurses, which have 34 annual openings yet pay above average wages of \$29,000 per year and require at a minimum an Associates Degree.

How Job Openings Affect the Region

- Based on this information, the highest demand jobs over the next ten years will require minimal skills or on-the-job training, thus not placing major strains on the local educational system.
- However, the need for about 34 RNs each year over the next decade will require local educational institutions to expand or develop nursing programs to fill this need; or the South Central WIA will have to recruit nurses from outside the region.

SOUTH CENTRAL WIA - TOP GROWING OCCUPATIONS					
OCCUPATION - SOC	PERCENT CHANGE	ANNUAL OPENINGS	ENTRY WAGE	AVERAGE WAGE	REQUIRED EDUCATION AND EXPERIENCE
Geography Teachers, Postsecondary	100.00	ND	ND	ND	Doctoral degree
Political Science Teachers, Postsecondary	100.00	ND	ND	ND	Doctoral degree
Sociology Teachers, Postsecondary	100.00	ND	ND	ND	Doctoral degree
Communications Teachers, Postsecondary	100.00	ND	ND	ND	Doctoral degree
Foreign Language and Literature Teachers, Postsecondary	100.00	ND	ND	ND	Doctoral degree
Postsecondary Teachers, All Other	100.00	ND	ND	ND	Doctoral degree
Archivists, Curators, and Museum Technicians	100.00	ND	ND	ND	Master's degree
Entertainers and Performers, Sports and Related Workers,	100.00	ND	ND	ND	Long-term on-the-job training
Hazardous Materials Removal Workers	100.00	ND	ND	ND	Moderate-term on-the-job training
History Teachers, Postsecondary	83.33	ND	ND	ND	Doctoral degree

SOURCE: Long-Term Projections, MERIC-MCOED and ETA-USDOOL

Fastest Growing Occupations

The fastest growing occupations in the South Central WIA are related to postsecondary education, museum, and entertainment careers. Although some jobs require only a minimum of long-term on the job training, most of the fast growing occupations require a minimum of a master's or doctoral degree.

B. Identify the job skills necessary to obtain current and projected employment opportunities.*

The charts above reflects the training (skills) necessary for these prime current and projected employment opportunities.

V. Overarching Local Strategies

A. Include the findings from the “Missouri Regional Skills Gap Analysis” planning phase, as well as any strategies that have been developed for implementing the needed training to fill these skills gaps.

The workforce development needs assessment of the region was conducted using two different strategies, 1) an examination of data provided by the Missouri Economic Research & Information Center (MERIC) and 2) focus groups with employers and other stakeholders which were held in Poplar Bluff and West Plains in the spring of 2005. Results of the two approaches are outlined below.

Labor market information based on the twelve county region of South Central Missouri was provided by the Missouri Department of Economic Development's MERIC Research Center. Among other findings the research revealed the following:

- Nine of the twelve counties have above average economic momentum.
- Eight counties have higher unemployment rates than the state and national averages.
- Poverty was significantly higher in the region (20.5%) than the state average (11.74%)
- The largest employing industries in the region include: farm, retail trade, and local and state government.
- The fastest growing industries in the region include, waste management, and mineral production.
- The highest paying industries include beverage, tobacco production, and utilities.
- Occupations with the largest number of annual openings include, retail sales, cashiers, and food and beverage workers. These occupations have many openings but relatively low pay.

- The top new businesses in the region were in retail trades, construction, and food services and accommodations.
- A significant percentage of workers in Douglas, Wright and Wayne Counties commute between 34-48 minutes to work.
- There are a significant number of working poor in the region. Compared to self-sufficiency income standards, 74% of the region's employed single parents with one child meet the self sufficiency standard; 43% of single parents with two children meet the standard; 25% of families with two adults and two children meet the standard; and 13.25% of families with two adults with three children earn wages that meet the self-sufficiency standard.

It was generally agreed, and supported by MERIC research, that skill shortages exist in the following areas:

- LPN/RN
- Respiratory therapy
- Teachers
- Painters
- Machinists

It was also agreed that the region's growth industries include:

- Manufacturing
- Retail
- Ag-related business
- Lumber
- Healthcare
- Education

Education and training opportunities that prepare people for work in these fields appear to be sufficient in the region. However, recruitment and skill training efforts should be focused on these career areas.

Greater concern was expressed about a companies' ability to attract workers with sound job readiness skills such as basic math and reading skills, a strong work ethic, good problem solving skills, and good communication skills. Suggestions were made that these and other job keeping/coping and life skills would be appropriate areas for the WIB to concentrate its efforts in developing the workforce in the region. To do so will require the WIB to:

- shape the vision and long term workforce development strategies of the region
- help each community to help itself by coordinating local resources and sharing best practices.
- coordinate services among providers to overcome funding silos and stretch the reach of services trough out the region.
- communicate/inform business and job seekers about the services that are available in the region.

- partner with non-traditional funding sources, i.e. private funds to provide services not presently provided.
- emphasize work readiness programming
- engage education in developing early intervention programs.
- identify the support services needed to successfully obtain and retain employment. The WIB should fund and/or coordinate the support services offered by partner agencies in the region and seek out support where none exists.

In order to fill the gap defined by the Skills Gap Analysis forums, the WIB will provide training to local employers using the following strategies:

- Provide GED-certified instructors to go to worksites to help employees with their GED preparation
- Utilize GED instructors to provide Adult Education & Literacy (AEL) training modules to employees with or without high school diploma
- Provide leadership/supervisory training modules to businesses through area educational career centers
- Re-establish training consortium in West Plains area
- Research ways to increase classroom training opportunities for the medical field

B. Describe the local board's policy on providing apprenticeships. (Additional information regarding apprenticeships can be found in Addendum B to this planning guidance, as well as at www.doleta.gov/atels_bat).

The South Central Workforce Investment Board does not have a written policy on providing apprenticeships in the South Central Region. Based on the information provided by the state, the South Central Region does not have any approved apprenticeship programs within the service area.

Our region is included, however, in a proposal written to DWD by MERS/Goodwill for funding to provide a Retail Skills Training program designed to serve 40 WIA-eligible individuals. If approved, the project will feature an apprenticeship model – over 25% of the budget is for apprenticeship wages.

VI. Major Local Policies and Requirements

A. Identify the local areas policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local area and the procedures for referrals to services.

South Central WIA Supportive Service Payment(s) Process

Supportive services for adults, youth and dislocated workers are defined in the Workforce Investment Act (WIA) sections 101(46) and 134(e)(2) and (3). They include services such as transportation, childcare, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIA Title I. Each customer is required to complete the “Deciding what Right is for you” form that addresses transportation, childcare, monthly expenses, and supportive income within the home. This form in conjunction with the IEP will assist case managers in determining what supportive service needs will be necessary for the customer to participate and complete planned activities.

Supportive Services

Supportive Services will be provided to individuals where such payments are necessary to enable the individual to participate in core, intensive, training and follow-up services under the Workforce Investment Act (WIA) or when individuals are unable to obtain supportive services through other programs providing such services. Documentation supporting the individual’s need is being based on results of the initial assessment, Individual Employment Plan (IEP), and ongoing case management updates to the IEP. Supportive Services will be provided **only** when other resources for provision of required services cannot be located. Supportive services will be limited based on program operator budgets and discretion as well as customer need.

Transportation mileage (\$5.00, \$10.00 per day or \$.10 per mile) where needed; meals assistance (up to \$4.00/meal) where needed. The \$5 mileage allowance is provided to customers traveling less than 51 miles round trip; the \$10 allowance is provided to customers traveling less than 101 miles round trip; the \$.10 per mile is allowed if customers are traveling 101 miles or more round trip. If WIA funding budgets are cut, program operators have the option of limiting transportation allowance as funding permits regardless how far the customer is traveling. This includes assistance to adults and dislocated workers who need assistance in getting to and from Adult Education and Literacy (AEL) classes on a daily basis due to the expense of transportation. Supportive services can be provided for customers attending AEL classes alone or if they are participating in conjunction with other services.

Individuals enrolled in WIA programs shall be eligible for transportation mileage only if they are traveling more than 15 miles one way to any required WIA activity. Meals assistance will be provided on an as needed basis and must be approved by the Program Operator Workforce Development Director before the service is provided. Limited assistance may be provided prior to a participant receiving a first full paycheck.

Maximum allowable childcare payments are as follows: \$13.00 per day for one child; \$16.00 per day for two children and \$20.00 per day for three or more children. All individuals will be referred to the Family Support Division (FSD) for day care assistance before childcare is approved for WIA services. If the individual is denied services by the FSD due to income guidelines, WIA can assist with childcare cost (this includes 100% of the cost up to the approved

limits above). If the individual is approved for day care assistance by FSD but is responsible for a co-pay, WIA can assist with the co-pay if necessary. All individuals approved for childcare assistance must sign the Childcare Release form for any and all childcare providers. All payment for childcare will be made directly to the childcare provider. All charges must be submitted on the Workforce Development Childcare/Dependent Care Invoice. WIA will not assist with childcare costs if the chosen childcare provider lives with the participant.

Maximum allowable dependent care is \$15.00 per day.

Where not provided by the employer or other local resources, and as funds permit, other limited financial assistance will be paid on any participant's behalf for emergency situations that would prohibit their participation or program completion. These may include:

- ❖ Vehicle repair required enabling a means of transportation for participation in training. Vehicle repairs can only be provided on vehicles owned by the participant. If the cost of the vehicle repair exceeds more than \$100, the individual must provide at least two estimates before the service or payment is made; the Program Operator Workforce Development Director or immediate supervisor must approve any other exception(s). Any and all estimate documentation must be kept in the participant's file.
- ❖ Interview/work clothing assistance;
- ❖ Temporary shelter, housing assistance or emergency utility needs;
- ❖ Limited medical assistance and medical examinations, where required;
- ❖ Testing and certification fees;
- ❖ Training-related activities deemed necessary by Program Operator Workforce Development Staff or training site (on-the-job or in an educational setting);
- ❖ Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.

Supportive Service payments are allowed for WIA Youth participants as they attend AEL classes, leadership exercises, job search or placement workshops, and any additional activities tied to academic and occupational learning. The amount of payment will be based on the activity. Below are payments for regularly scheduled activities:

- ✓ AEL classes - \$10 for the 4 hours in class each day.
- ✓ Job search and placement workshops - \$12 payment for each day in class.
- ✓ Leadership exercises - \$25 for a full-day event.

- ✓ 1st Quarter after exit - \$100 with documentation of meeting retention requirements such as attending post-secondary education or working.
- ✓ 3rd Quarter after exit - \$100 with documentation of meeting retention requirements such as attending post-secondary education or working.

The Program Operator Workforce Development Director or immediate supervisor must approve all items above with the exception of Testing and Certification fees for AEL/GED services. Supportive services may also include special services and materials for individuals with disabilities if such services are not proved by outside resources. Other reasonable expenses required for participation in training may also be provided. All payments to the individual, or on behalf of the individual, must be submitted on the Supportive Service/Incentive Payment Invoice, signed, dated and with appropriate documentation. See attached Supportive Service/Incentive Payment Invoice for each program operator.

Additional Supportive Services for youth, as defined in WIA section 101(46), may include linkages to community services. The Program Operator Workforce Development Director will determine payments for any activity not listed above.

Needs-Related Payments

Adults

Needs-related payments are dependent on the availability of funding. To receive needs-related payments, an adult must:

- (1) Be unemployed,
- (2) Not qualify for, or have ceased qualifying for, unemployment compensation; and
- (3) Be enrolled in a program of training services under WIA section 134(d)(4).

The payment level for Adults must not exceed the greater of either of the following levels:

- a. For individuals who were eligible for unemployment compensation, the payment may not exceed the applicable weekly level of the unemployment compensation benefit; or
- b. For individuals not qualifying for unemployment compensation as a result of the qualifying layoff, the weekly payment may not exceed \$150 per week.

To provide needs-related payments for individuals who were eligible for unemployment compensation, the participant must provide documentation of their prior weekly benefits and exhausted status. Payments may be provided if the participant has been accepted in a training program that will begin within 30 calendar days. All needs-related payments must be submitted for payment on the Supportive Service/Incentive Payment Invoice with needs-related payment listed for Program Type. In addition, the WIA Adult category will be checked below Program Type. See attached Supportive Service/Incentive Payment Invoice for each program operator. Needs-Related payments cannot exceed 26 weeks or \$4,050 for any one customer

unless the program operator submits a written request to the Workforce Investment Board Finance Committee for approval or denial.

Dislocated Workers

Needs-related payments are dependent on the availability of funding. To receive needs related payments, a dislocated worker must:

- (1) Be unemployed, and;
 - a. Have ceased to qualify for unemployment compensation or trade readjustment allowance under Trade Adjustment Act (TAA) or North American Free Trade Agreement-Transitional Adjustment Assistance (NAFTA-TAA); and
 - b. Be enrolled in a program of training services under WIA section 134(d)(4) by the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker, or, if later, by the end of the 8th week after the worker is informed that a short-term layoff will exceed 6 months; or
- (2) Be unemployed and not qualify for unemployment compensation or Trade Readjustment Assistance under TAA or NAFTA-TAA.

The payment level for Dislocated Workers must not exceed the greater of either of the following levels:

- a. For individuals who were eligible for unemployment compensation as a result of the qualifying dislocation, the payment may not exceed the applicable weekly level of the unemployment compensation benefit; or
- b. For individuals who did not qualify for unemployment compensation as a result of the qualifying layoff, the weekly payment may not exceed \$150 per week.

To provide needs-related payments for individuals who were eligible for unemployment compensation as a result of the qualifying dislocation, it is required the participant provide documentation of their prior weekly benefits and exhausted status. Payments may be provided if the participant has been accepted in a training program that will begin within 30 calendar days. All needs-related payments must be submitted for payment on the Supportive Service/Incentive Payment Invoice with needs-related payment listed for Program Type. The Dislocated Worker category will be checked below Program Type. See attached Supportive Service/Incentive Payment Invoice for each program operator. Needs-Related payments cannot exceed 26 weeks or \$4,050 for any one customer unless the program operator submits a written request to the Workforce Investment Board Finance Committee for approval or denial.

Where TAA/TRA co-enrollment occurs, Wagner-Peyser services will be integrated and considered first with only such supportive services allowable and necessary provided through WIA Dislocated Worker funds.

As funds permit, other limited financial assistance may be paid on any participant's behalf for emergency situations that would prohibit their participation or completion of WIA services and are not listed under the Supportive Service Section, include but are not limited to:

- ❖ Limited out-of-area job search allowance;
- ❖ Relocation allowance with documentation of gainful employment through the Verification of Employment Process. Per DWD Issuance 22-01, reimbursement of 90% (not to exceed \$800) of participant's reasonable and necessary expenses incurred in moving to another locality to accept employment. It must be certified that the participant was unable to find satisfactory employment within the commuting area.

All Supportive Service or Needs-Related Payments will be approved by the Program Operator Workforce Development Director or authorized staff before the fiscal agent makes payment.

Any additional request not listed above must be presented in writing to the Program Operator Workforce Development Director for consideration for approval.

Case history notes justifying supportive service payments will be placed in the Toolbox for each individual customer.

SAMPLE SUPPORTIVE SERVICE/INCENTIVE PAYMENT INVOICE:

SUPPORTIVE SERVICE/INCENTIVE PAYMENT INVOICE AND/OR ATTENDANCE SHEET

PARTICIPANT NAME: _____

Cost Category:

SOCIAL SECURITY #: _____

WIA Youth IS

WEEK(S) OF: _____ **TO** _____

WIA Youth OS

WIA Summer IS

CAP ACTIVITY: _____

WIA Summer OS

OFFICE USE ONLY: Program

☐ **WIA Adult** ☐

☐ **Dislocated Worker** ☐

☐ **CAP TRE** ☐

☐ **CAP WRE** ☐

☐ **CAP Training**

ATTENDANCE REPORT: PLEASE COMPLETE HOURS IN ATTENDANCE FOR EACH DAY FOR THE TWO-WEEK PERIOD LISTED ABOVE. PLEASE NOTE: PAYMENT SCHEDULE AND ATTENDANCE SHEET DEADLINES ARE ON THE BACK OF THIS FORM!

	Sat.	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Weekly Total	Comments
1 st Week- Dates									
Hours Attended									
1 st Week Round Trip Miles by day									
2 nd Week- Dates									
Hours Attended									
2 nd Week Round Trip Miles by day									

I certify that this participant was in attendance on the days indicated above.

Supervisor/Instructor Signature: _____ Date: _____

PARTICIPANT CERTIFICATION

I certify, to the best of my knowledge, all information provided on this invoice is a true and accurate record of my participation in WORKFORCE DEVELOPMENT or CAREER ASSISTANCE Program(s). I certify that I am receiving no other supportive services that duplicate payments requested from the WORKFORCE DEVELOPMENT and/or CAREER ASSISTANCE program(s).

Participant Signature: _____ **Date:** _____

AUTHORIZATION OF REIMBURSEMENT FOR OFFICE USE ONLY
Upon review of this participant's attendance and progress,
Testing/Certification Fees (Receipt Attached)
I/we authorize reimbursement to the participant listed above. (Purpose)_____

Workforce Development Staff Signature **Nutritional Needs: # x =\$**
Date (Purpose)_____

Special Requirements (Receipt Attached)
(Purpose)_____

Workforce Dev. Dir./Authorized Staff Signature **Date** **Transportation**
Reimbursement=\$_____

(Purpose)_____
Pay to: [] Participant [] Other:_____
TOTAL PAYMENT=\$_____

B. Identify the maximum dollar amount for all supportive services combined per participant.

The South Central Region provides supportive services needs based on individual needs of our customers. Each program operator uses local resources before using allocated dollars for supportive services needs. At this time, there is no set limit per participant.

C. Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.*

In accordance with WIA Regulation 663.600, South Central Region has established that WIA funds for adult employment and training activities are limited. This determination was based on past experience under JTPA Title II-A, where funds were utilized for the economically disadvantaged with barriers to employment and the history of hard-to-serve populations being served through the funds available. Since the eligibility requirements for WIA Title I services are less restrictive than for JTPA Title II-A, it can be assumed that there will be an increase in the number of adults seeking services through WIA funds.

South Central Region concurs with the priority categories cited in the Act; namely, recipients of cash welfare and other low-income individuals. South Central Region recognizes the preferences allowed to veterans required by Title 38, United States Code 2002 and will apply those applicable laws according to priority. Where veterans and non-veterans are eligible for services, veterans shall receive priority.

South Central Region additionally recognizes that, though very small in proportion in the local area, there are pockets of racial and ethnic populations needing special focus, as well as persons with disabilities. Noting those special groups within South Central Region, programs and strategies will identify and take into consideration those needs in order to appropriately serve special populations. South Central Region will abide by all equal employment opportunity and affirmative action law and regulations.

Recognizing the priorities stated in the WIA, the South Central Region will make funds available as stated below. A minimum of 70% of Title I adult funds will be allocated to priority level I, and a maximum of 30% of Title I adult funds will go to priority level II

Priority Level I

1. An individual who receives, or is a member of a family who receives cash public assistance;
2. An individual who receives, or is a member of a family who receives or has been determined within the six months prior to eligibility determination, eligible to receive food stamps;
3. A member of a family whose annualized income does not exceed the higher of (a) poverty guidelines established by the Office of Management and Budget, or (b) 70% of the lower living standard income level;
4. A member of a family whose annualized income does not exceed 125% of the lower living standard income level (the “working poor”);
5. A customer that does not meet the income criteria, but has a marginal income (\$500 above 125% guidelines for family size) for sustaining self-sufficiency and needs specific training to enter a career with high pay potential for the area.

Priority Level II

Currently employed workers who have received a core service as defined by the WIA may be considered in need of intensive services and training services in order to obtain or retain employment that allows for self-sufficiency. For the purposes of determining the eligibility of currently employed workers, “self-sufficiency” means identifying any of the following conditions that individually or collectively would impair an employed workers ability to achieve or maintain self-sufficiency:

- A need for additional training to learn skills to use new technologies and /or processes in order to retain current employment (Skill Acquisition)
- Conditions that require an employed worker’s company to retrain its workers to enable the company to be more competitive in the marketplace or to avoid company failure and loss of jobs in the community. (Job Retention)

D. Define the sixth eligibility criteria for youth, described in WIA section 101(13)(C)(iv) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment.

The required criterion for youth served are as follows:

1. Is age 14 through 21;
2. Is a low income individual as defined in the WIA section 101(25); and
3. Is within one or more of the following categories:
 - a. Deficient in basic literacy skills;
 - b. School dropout;
 - c. Homeless, runaway, or foster child;
 - d. Pregnant or parenting;

- e. Offender;
- f. Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment.

The sixth criterion referenced is item 3-f, above. To document that an individual is eligible under 3-f, the WIA service provider will be required to document previous efforts to complete the educational program (or to secure and hold employment). It will be required that the applicant have been served in at least two other service strategies and has been unsuccessful in the education or employment goal. Documentation may consist of test results, job losses, case notes or signed statements from the other independent service provider sources. Examples of other providers include, but are not limited to, the juvenile justice system, education entities, and temporary assistance. If two independent providers have not worked with the youth, the referrals to two appropriate non-WIA providers will be made prior to enrollment in WIA OR must meet one of the following conditions:

1. Verification obtained from a professional source (doctor, teacher or other educational representative, licensed social worker, vocational evaluator, etc.) stating that the youth does require additional assistance either related to education or employment, OR
2. Documentation which verifies that the youth:
 - a. Has poor work history (been fired from 1 or more jobs within the last six months or has no work history), OR
 - b. Has a history or sporadic employment, such as “held 3 or more jobs within the last 12 months, and is no longer employed), OR
 - c. Has been actively seeking employment for the last 2 months, but remains unemployed.

E. Describe how veteran’s priority, as required by Public Law 107-288, will be incorporated into all programs.

“Veterans’ priority is a requirement in all programs funded wholly or in part by DOL. Priority will be measured in terms of enrollment in affected programs. Referral to the DVOP/LVER does not constitute priority of service.

For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain priority of service.

In the WIA Adult and Dislocated Workers Program, the current law requires that first priority for intensive and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited. In regard to veterans, the priority of provision of services is established as follows: First to be served will be public assistance recipients and low-income individuals who are also veterans. The second group to be served will be public assistance recipients and low-income non-veterans. Among participants

who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.

Additionally, in those programs where targeting of groups are discretionary or optional priorities at the local level, veterans' priority takes precedence over those optional or discretionary priorities. Veterans' priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Provision of Information to Covered Individuals:

Each provider will provide information regarding priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers and ensure that each covered veteran or eligible spouse who applies to or is assisted by any covered program is informed of the employment related rights and benefits to which the person is entitled.

Program Registration:

When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's veteran status is required. GreatHires.org, Missouri's automated public labor exchange system, provides the opportunity for veterans to self-declare veterans status. In addition, Toolbox collects veteran's data during intake and assessment."

All Career Center partners have been provided with a copy of the TEGL 5-03 and will provide Veterans with priority of services. All Veterans are referred to the Veterans Representatives for services and referrals to partner services. All future funding mechanisms reference the law's requirements and of their obligation to design service delivery strategies accordingly.

F. Identify the funding limit for Individual Training Accounts (ITAs).

An Individual training account (ITA) voucher will be utilized as the method for funding occupational classroom skills training costs. Based on reasonable and best cost for training in a particular course of study (considering factors of living costs incurred as a result of schooling, transportation, tuition and fees), the Title I Operator(s) will provide a training voucher which will provide a maximum amount available for tuition and for related education costs (e.g., books, fees). The voucher amount will be reduced by the amount of other funds available to the participant. The voucher will also have an expiration period identified by the Title I Operator(s).

In South Central Region, it will be required that a funded course of study result in a certificate or degree outcome. A participant must be able to test into the course of study to obtain a WIA voucher. The maximum training program shall be 104 weeks. Participants will have a choice of

course or program study once the Title I Operator(s) make available information about eligible programs, good placement performance and cost information.

Program Performance Reporting will be based on past performance of eligible training providers which DESE records in the Missouri Education and Career Hotlink that can be accessed through the Missouri Toolbox .

The WIB has designated DESE to administer the functions in determining eligible training providers, listed in WIA section 122. DESE will coordinate all training provider initial and subsequent eligibility applications; make determinations of training provider/program eligibility; ensure the State list is current; that all training providers and each program on the list is approved; collect and verify performance and cost information; and make a training provider/program consumer report available.

The State list of eligible providers will be made available through the One-Stop system. Additionally, a consumer reports system will be developed for customers to understand the options available to them in choosing from among several programs of training service. To the extent available, information will include overall performance, performance for significant customer groups, performance of specific provider sites, current information on employment and wage trends and projections, and duration of training programs.

The Title I Operator(s) may submit a request to the Planning and Evaluation Committee of the Workforce Investment Board to limit enrollment or exclude certain courses of study from being provided. This request will be based on the local job market, projected job openings in the field, if training providers do not demonstrate good placement performance within fields related to a particular course of study, or if more appropriate training in the customers chosen field is available in a shorter time frame at a comparable cost such as On-the-Job Training instead of educational training. The Planning and Evaluation Committee will make a recommendation to the full WIB for final disposition.

A training provider is entitled to an appeal if it can demonstrate that the Operator did not consider all the facts or that the Operator decision is not consistent with the facts regarding job openings, placements, provider performance and/or training costs.

In the case that a participant makes an appeal to the WIB, the role of the WIB will be to evaluate the information provided to determine if certain courses will or will not be excluded.

When an appeal is made, the Title I Operator shall also provide a written explanation of the facts as to why it made the decision in question. This shall be provided to the Planning and Evaluation Committee for its deliberations.

Training costs not covered by Individual Training Accounts (ITA's) will be covered by Employer Contracts (e.g. customized training or on-the-job-training), at no cost (e.g. AEL training), DESE, or Title I allocated funds set-aside for additional training purposes (e.g. entrepreneurial or employer based training services). Training services in South Central Region will be covered by ITA's contracts, free to customers or a combination of any of the three, depending on the request for service. If circumstances arise in which other training contracts

become needed, they will be provided in accordance with Section 663.430 of the WIA Regulations.

The South Central Workforce Investment Board's most recent revision to their Individual Training Account policy was approved at the August 5, 2003 meeting, and establishes a limit of no more than \$4,050 per person, per year for training/ tuition. The board also stipulated that, if awarded, the PELL grant must be used first.

G. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible.

In each full service Career Center we have the following Assistive Technology equipment:

- Amplified telephone
- TTY with printout
- Hands-free speaker phone with headset
- 19"-21" large monitor
- Screen reader software Window Eyes
- Screen magnification software Zoom Text
- Trackball
- Alternative keyboard
- Height adjustable table
- Tape recorder
- Electronic enlarging
- Portable assistive listening device (FM system)
- Captioning display

Our Vocational Rehabilitation office is readily available to provide any assistance we need in providing all customers the full array of services.

H. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with limited English proficiency.

The South Central Region has access via telephone and/or computer to Interpreter services through Language Links Interpretation and Translation Bureau at (314) 773-9090 x 152 or www.iistl.org

I. Describe how the local region promotes integration of services through a dual enrollment process.

The South Central Region promotes integration of services through dual enrollment processes. All Trade Act affected workers, Veterans, Job Corps and Parents Fair Share participants, as well as any other customers that might be eligible for dual enrollment, are referred to WIA services. All customers are also referred to Parents Fair Share for services if appropriate.

J. List the local credentials that the board has approved, to include: issuing entity, requirements to earn credential, and the expiration date (if any) of the credential.

The South Central Workforce Investment Board has approved eligible training providers identified by DESE and local employers utilizing the On-the-Job Training Program as allowable entities for issuing credentials. The issuing entity determines the requirements to earn the credential any expiration date when applicable.

VII. Integration of One-Stop Service Delivery

A. Describe the one-stop delivery system in the local region, including:

- 1. A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;***

WIB oversight will consist of a combination of activities that review the following elements:

1. Are the performance standards negotiated with the Governor being met? For other than those services under the WIB auspices, do those services appropriately complement local WIB-sponsored services in their performance?
2. Are programs under the Board's auspices delivered in compliance with Federal and State law and regulations and policies?
3. What are the numbers of individual job seekers, workers and employers who access the system and are the numbers appropriate to the geography? What are the benchmarks?
4. For programs under the Board's auspices, are planned numbers being achieved?
5. What is the level of knowledge of customers about our workforce system services and is this knowledge increasing?
6. What is the level of customer satisfaction (both job seeker and employer) with workforce services provided through the One-Stop system?
7. To what extent is the system capacity growing?
8. How does the One-Stop system of services meet the criteria of: Universality? Accountability? Integration? Customer focus?

The One-Stop system will utilize customer satisfaction and continuous improvement elements of the Enterprise quality improvement criteria and process for performance excellence. Customer satisfaction will be measured through customer satisfaction surveys. The survey(s) was developed by a committee appointed by the One-Stop Interagency Team and used in the

local area after the conclusion of participation in workforce investment activities. The evaluation process is as follows: the WIB Staff Director will review the survey results, apprise the One-Stop Operators of any necessary action, and make any recommendations to the WIB for approval. Program design and services will be altered to meet customer needs while remaining compliant with WIA regulations. Categories of effort, which will be adapted for South Central Region cultural environment and WIA structure include: (a) Leadership; (b) Strategic Planning; (c) Customer and Market Focus; (d) Information and Analysis; (e) Human Resource Development and Management; (f) Process Management; and (g) Business Results.

2. Describe how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system;

The full-service Missouri Career Centers in West Plains and Poplar Bluff are designed so that staff are officed in proximity to other staff who share common functions, rather than those who share a common employer. Identification badges reference them as Career Center staff rather than as employees of a particular state agency or other organization. Monthly staff meetings are joint meetings of all staff who are housed at the Career Center, not by agency or organization. Orientation, greeting and reception, resource room assistance are functions cooperatively shared by all partner staff. This creates a mindset and attitude among the staff that they are part of a workforce development system. This promotes and creates a seamless process in serving our customers.

The South Central Workforce Investment Board hosts an annual event called “Team Spring Training.” All One-Stop Partner staff are invited to a fun and informative event which focuses on disseminating information about other organizations and educational entities. This results in a more effective referral system among partners.

3. A copy of each memorandum of understanding (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area.* (This should be included as Attachment 6 to the local plan.)

(See Attachment 6)

B. The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA providers and other stakeholders in the development and review of this plan. Describe the plan development process, including how input for the plan was obtained by all the partners involved in the MOU.

Stakeholders involved in the development include:

- Employer and business representatives (both WIB members and others)
- Chambers of Commerce
- AFL-CIO representative
- Council of Chief Local Elected Officials
- Community-Based Organizations who participate in workforce development collaborations including; community action agencies, disabilities services providers, economic development organizations, minority-serving organizations, senior service providers, etc.
- WIA Title 1 Service providers
- Representatives from partner state agencies including; Family Support Division, RMI, Vocational Rehabilitation, etc.
- Educators from K-12, community colleges, and universities

The planning timeline is depicted below:

Skills Gap Analysis Planning Meeting.....	March 22, 2005
Skills Gap Analysis Planning Meeting.....	March 23, 2005
Chief-Elected Officials Meeting.....	June 14, 2005
Initial Local Plan meetings with DWD/ subcontractors.....	May & June 2005
Workforce Investment Board meeting.....	June 14, 2005
Planning & Evaluation Committee meeting.....	July 8, 2005
Post public notice of plan's availability for comment/ review.....	July 29, 2005
Distribute plan for public comment/ review.....	August 3, 2005
Workforce Investment Board meeting.....	August 23, 2005

VIII. Administration & Oversight of Local Workforce Investment System

A. Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region.

The system of One-Stop Centers throughout South Central Region broadens total partner cooperation, co-location and integration in a universal, electronically connected delivery system which is a critical method for access throughout South Central Region. The One-Stop operators and center coordinators were certified by the WIB with the concurrence of the CCLEOs under an agreement between the local board and a consortium of One-Stop partners that includes at least three or more of the required partners identified. These partners are Division of Workforce Development, WIA Title I, and Unemployment Insurance. All partners within the consortium will provide core services under the Workforce Investment Act that will be made available at the One-Stop Centers.

- B. Identify the members of the local workforce investment board, the organization or business they represent, and the area (i.e. business, education) in Attachment 2 to the local plan.**

(See Attachment 2)

- C. Include a copy of the local workforce investment board's current by-laws in Attachment 3 to the local plan.**

The South Central Workforce Investment Board By-Laws were most recently revised and approved on June 14, 2005; and are included as **Attachment 3**.

- D. If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as an attachment to this plan.**

Not applicable; the South Central Region has met or exceeded all performance measures since the implementation of the Workforce Investment Act.

IX. Service Delivery

A. One-Stop Service Delivery Strategies

Describe how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers. Customers are assessed regarding their interests and they may on their own or with staff assistance research the options for training in those areas.

The South Central Workforce Investment Board has approved eligible training providers identified by DESE. Local program operators provide customers with information from the Missouri Education and Career Hotlink. The customer is able to use this information in making an informed choice that will assist them in meeting their employment goal to become self sufficient.

B. Adults and Dislocated Workers

- 1. Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local area. ***

Adult Employment and Training Activities

South Central Region will provide a continuum of services for adults at the core, intensive services and training levels. Workforce services will be provided through a consortium of partners. The full service One-Stops in Poplar Bluff and West Plains will provide 40-hour per week, five-day per week availability of all core services and some of the intensive services, and can be accessed through any of the satellite sites either on-site or electronically. To a large extent, intensive services will be offered off-site throughout the counties composing South Central Region, and DESE-approved training will be provided at specialized education locations

Core services will be available to all persons accessing the system. Core services include:

1. Outreach, intake (including worker profiling) and orientation to the information and other services available through the delivery system, including job registration;
2. Determination of individual eligibility for services;
3. Initial assessment of skill levels, aptitudes, abilities, interests, career exploration and supportive service needs;
4. Job search and placement assistance, resume development, career counseling where appropriate;
5. Provision of employment statistics information and labor market information such as job vacancy listings, job skills necessary to obtain jobs, local in demand occupations, earnings, and skill requirements; job referral and placement;
6. Provision of performance information and program cost information on eligible providers of training services;
7. Provision of information regarding local area performance on the local performance measures;
8. Provision of accurate information relating to the availability of supportive services available in the local area;
9. Provision of information regarding filing claims for unemployment compensation;
10. Assistance in establishing eligibility for welfare-to-work activities and programs of financial aid assistance for training and education programs;
11. Follow-up services, including counseling regarding the workplace, for WIA participants who are placed in unsubsidized employment for not less than 12 months after the first day of the employment; and
12. Other core services as determined by a partner agency's governing legislation.

Intensive services will be available to:

- a. Customers who are unemployed, have had at least an initial assessment, and are determined by the appropriate Partner to be in need of more intensive services to obtain employment; and
- b. Customers who are employed, have had at least an initial assessment, and are determined by the appropriate Partner to be in need of more intensive services to obtain or retain employment that leads to self-sufficiency.

Intensive services include:

1. Comprehensive and specialized assessments of the skill levels;
2. Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the individual's employment goals;
3. Group counseling;
4. Individual counseling and career planning;
5. Case management for selected participants and/or customers seeking training services
6. Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training; and
7. Other intensive services as determined by a partner agency's governing legislation.

Training services are available to those customers who

- a. have failed to find or retain employment through intensive services;
- b. who after assessment and case management, have been determined to be in need of training services and to have the skills and qualifications to successfully participate in the selected program of training;
- c. who select training that is directly linked to employment opportunities in the local area or in an area in which they are willing to relocate;
- d. who require assistance in addition to any other grant assistance available; and
- e. who are determined to be eligible in accordance with the South Central Region priority system described in this Plan.

Training services may include:

- a. Occupational Classroom Training, including training for nontraditional employment;
- b. On-the-job training;
- c. Programs that combine workplace training with related instruction (this may include a combination of classroom and employer-based training; it may also include cooperative education programs for eligible youth);
- d. Training programs operated by the private sector;
- e. Skill upgrading and retraining;
- f. Entrepreneurial training;
- g. Job readiness training
- h. Adult education and literacy activities;
- i. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Dislocated Worker Employment and Training Activities:

South Central Region will provide a continuum of services for dislocated workers at the core, intensive services and training levels. These were previously delineated in the above section describing adult employment and training activities and the One-Stop system.

Core services will be available to all persons accessing the system.

Intensive services will be available to

- c. Customers who are unemployed, have had at least an initial assessment, and are determined by a the appropriate Partner to be in need of more intensive services to obtain employment; and
- d. Customers who are employed, have had at least an initial assessment, and are determined by the appropriate Partner to be in need of more intensive services to obtain or retain employment that leads to self-sufficiency.

Training services are available to those customers who

- f. have failed to find or retain employment through intensive services;
- g. who after assessment and case management, have been determined to be in need of training services and to have the skills and qualifications to successfully participate in the selected program of training;
- h. who select training that is directly linked to employment opportunities in the local area or in an area in which they are willing to relocate;
- i. who require assistance in addition to any other grant assistance available; and
- j. who are determined to be eligible in accordance with the South Central Region priority system described in this Plan.

Training services may include:

- j. Occupational Classroom Training, including training for nontraditional employment;
- k. On-the-job training;
- l. Programs that combine workplace training with related instruction (this may include a combination of classroom and employer-based training; it may also include cooperative education programs for eligible youth);
- m. Training programs operated by the private sector;
- n. Skill upgrading and retraining;
- o. Entrepreneurial training;
- p. Job readiness training
- q. Adult education and literacy activities;
- r. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

2. Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.

Individual training accounts (ITAs) will be utilized as the method for funding classroom occupational skills training costs. Based on reasonable and best cost for training in a particular course of study (considering factors of living costs incurred as a result of schooling, transportation, tuition and fees), the Title I Operator(s) will provide a training voucher which will provide a maximum amount available for tuition and for related education costs (e.g., books, fees). The voucher amount will be reduced by the amount of other funds available to the

participant. The voucher will also have an expiration period identified by the Title I Operator(s).

In South Central Region, it will be required that a funded course of study result in a certificate or degree outcome. A participant must be able to test into the course of study to obtain a WIA voucher. The maximum training program shall be 104 weeks. Participants will have a choice of course or program study once the Title I Operator(s) make available information about eligible programs, good placement performance and cost information.

Good placement performance determination will be based on past performance for JTPA and NAFTA/TAA customers until DESE has information available on eligible training providers.

The WIB has designated DESE to administer the functions in determining eligible training providers, listed in WIA section 122. DESE will coordinate all training provider initial and subsequent eligibility applications; make determinations of training provider/program eligibility; ensure the State list is current; that all training providers and each program on the list is approved; collect and verify performance and cost information; and make a training provider/program consumer report available.

The State list of eligible providers will be made available through the One-Stop system. Additionally, a consumer reports system will be developed for customers to understand the options available to them in choosing from among several programs of training service. To the extent available, information will include overall performance, performance for significant customer groups, performance of specific provider sites, current information on employment and wage trends and projections, and duration of training programs.

The Title I Operator(s) may submit a request to the Planning and Evaluation Committee of the Workforce Investment Board to limit enrollment or exclude certain courses of study from being provided. This request will be based on the local job market, projected job openings in the field, if training providers do not demonstrate good placement performance within fields related to a particular course of study, or if more appropriate training in the customers chosen field is available in a shorter time frame at a comparable cost such as On-the-Job Training instead of educational training. The Planning and Evaluation Committee will make a recommendation to the full WIB for final disposition.

A training provider is entitled to an appeal if it can demonstrate that the Operator did not consider all the facts or that the Operator decision is not consistent with the facts regarding job openings, placements, provider performance and/or training costs. In the case that a participant makes an appeal to the WIB, the role of the WIB will be to evaluate the information provided to determine if certain courses will or will not be excluded.

When an appeal is made, the Title I Operator shall also provide a written explanation of the facts as to why it made the decision in question. This shall be provided to the Planning and Evaluation Committee for its deliberation.

Training costs not covered by Individual Training Accounts (ITA's) will be covered by Employer Contracts (e.g. customized training or on-the-job-training), at no cost (e.g. AEL training), or Title I allocated funds set-aside for additional training purposes (e.g. entrepreneurial or employer based training services). Training services in South Central Region will be covered by ITA's contracts, free to customers or a combination of any of the three, depending on the request for service. If circumstances arise in which other training contracts become needed, they will be provided in accordance with Section 663.430 of the WIA Regulations.

For on-the-job training and customized training, contracts will be developed with the employer to procure the employer-based training required for designated employees. It is not anticipated that there will be any other exceptions to the use of ITAs, however, if this should become necessary, it will be consistent with Section 663.430 of the WIA Regulations.

3. Provide a description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between DWD and partner staff.

Wagner-Peyser Reemployment Services (Worker Profiling) are provided on a weekly basis between DWD and partner staff.

All Worker Profiling enrollees are referred by DWD staff to the WIA service provider. DWD does weekly call-in letters, conducts enrollments and orientations and refers to the service providers for WIA orientation and possible enrollment.

C. Rapid Response

Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.*

The dislocation of workers carries a top priority for service in South Central Region. South Central Region is responsible for designating an individual (or individuals) to act as the Rapid Response Coordinator. A dislocated worker unit will be established locally, consisting of One-Stop partners such as the Division of Workforce Development (Wagner-Peyser Representative), Title I Operator (for Dislocated Worker Program), Division of Employment Security (State Unemployment Insurance Program, local economic development representative, and other local partners as deemed appropriate. For both State Rapid Response and local response, South Central Region will provide a wide array of services to dislocated customers to assist their early re-entry into employment.

For dislocations of fifty employees or more, the Rapid Response Coordinator will provide the contact for the State Rapid Response Team. He/she will consult with and assist any workforce reduction personnel established by Division of Workforce Development as a result of a mass lay-off or plant closing. The Rapid Response Coordinator will facilitate coordination, assistance

and services for affected workers as well as ongoing monitoring of overall response activities. The Rapid Response Coordinator will be available to assist Dislocated Worker Units in any state level rapid response effort in South Central Region. If the Rapid Response Coordinator cannot attend, other knowledgeable staff will be assigned to present information.

Upon hearing of a mass layoff or plant closing in South Central Region, DWD Rapid Response Supervisors will be notified immediately, so DWD can assume the lead role in setting up services. South Central Region will work cooperatively with DWD Rapid Response Supervisors to ensure that quality customer service is provided to dislocated workers. If unions are involved, South Central Region will coordinate with the State AFL-CIO unit for applicable services.

If under fifty employees are affected, the Rapid Response Coordinator will

- contact the company to explain worker re-entry services,
- schedule informational meeting(s) for employees,
- present information and services,
- address questions and concerns,
- determine customer needs,
- coordinate with Missouri State Labor Council, local Division of Workforce Development staff and other applicable agencies,
- maintain contact with community agencies, employers, Chambers of Commerce and other social service organizations,
- coordinate delivery of services to dislocated workers living in other WIAs,
- make available basic readjustment and retraining services, and
- Keep DWD at the state level updated of activities.

Additional duties of the local Rapid Response Coordinator includes:

- working with the business/employer contact;
- coordinating Rapid Response meetings consisting of services offered thru the Missouri dislocated worker program;
- ensuring that the complete array of community service providers' information is available to meet the needs that occur during a lay off or closure;
- assisting with completion of customer surveys;
- scheduling Career Option and Fast Trac workshops;
- contacting media to inform laid-off workers of community meetings, if necessary, or follow policy and procedures set up;
- entering data into Toolbox with layoff information for quarterly reports
- sending follow-up letters to dislocated workers

Partner Agencies of South Central Region will assist, when possible, in economic development activities by providing a supportive role to economic development initiatives. In particular, this will occur in cases following a major dislocation of workers.

D. Youth

- 1. Provide a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities.* (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)**

South Central Region will establish youth activities in compliance with Section 129 of the Act and will serve youth ages 14-21 who are income eligible. Where present through other local organizations, services will be coordinated and referrals provided to maximize the total dollars available through Title I of the Act for youth service activity. Such programs and activities include but are not limited to: mentoring and citizenship activities in the community, Job Corps, Division of Youth Services, Talent Search, A+ programs, and Resources for Missouri, Inc. All youth participants of WIA Title I will be registered and EEO data collected.

The use of funds for youth activities in South Central Region will be in compliance with Section 129 of the WIA and will serve youth ages 14-21 who are income eligible. All participants will be registered and EEO data collected. Section 129 includes the following purposes:

1. To provide, to eligible youth seeking assistance in achieving academic and employment success, effective and comprehensive activities, which shall include a variety of options for improving educational and skill competencies and provide effective connections to employers;
2. To ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities;
3. To provide opportunities for training to eligible youth;
4. To provide continued supportive services for eligible youth;
5. To provide incentives for recognition and achievement to eligible youth; and
6. To provide opportunities for eligible youth in activities related to leadership, development, decision-making, citizenship, and community service.

The required criterion for youth served are as follows:

1. Is age 14 through 21;
2. Is a low income individual as defined in the WIA section 101(25); and
3. Is within one or more of the following categories:
 - g. Deficient in basic literacy skills;
 - h. School dropout;
 - i. Homeless, runaway, or foster child;
 - j. Pregnant or parenting;
 - k. Offender;
 - l. Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment.

The WIA youth service providers will form linkages with local education and youth providers to effectively coordinate and utilize existing services of related programs to complement and better serve youth enrolled in WIA in a comprehensive service strategy.

At least thirty percent of the total youth dollars will be spent on out-of-school youth who meet the criteria. Summer activities will be one of the 10 required program elements. All summer employment opportunities will include direct linkages to academic and occupational learning.

Program design in Workforce Investment South Central Region shall include the following:

1. Outreach to the eligible population within all counties of the Workforce Investment Area.
2. Intake and eligibility determination for all applicants.
3. Information to applicants and participants, including:
 - a. Referral to the full array of applicable or appropriate services available through the local board or other eligible providers or one-stop partners, including those receiving funds through the WIA Youth Program;
 - b. Referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis; and
 - c. Referral of eligible applicants who do not meet enrollment requirements of particular programs or who cannot be served to further assessment, as necessary, and referral to appropriate programs for tutoring, study skills training, and instruction leading to school completion.
4. Objective assessment of the academic levels, skill levels, and service needs of each participant, including a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs. Recent assessments by another provider may be used as deemed appropriate where the participant has applied for or accessed another education or training program.

5. Provision of a service strategy for each participant including an employment goal (including, if appropriate, nontraditional employment), appropriate achievement objectives and appropriate services for the participant taking into account the assessment conducted (see #4, above). A new service strategy for a participant will not be required if the provider determines it appropriate to use a recent service strategy developed for the participant under another education or training program.
6. Preparation for postsecondary educational opportunities, in appropriate cases.
7. Provision of strong linkages between academic and occupational learning.
8. Preparation for unsubsidized employment opportunities, in appropriate cases.
9. Effective connections to intermediaries with strong links to the job market and to local and regional employers.
10. The South Central Region Workforce Investment Board will approve and update, as needed, the WIA Payment Services Outline document, which outlines the local policy on supportive services payments to WIA customers.

Program elements shall include, as necessary (and not otherwise available through other local entities serving youth), the following:

1. Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies.
2. Alternative secondary school services, as appropriate.
3. Summer employment opportunities that are directly linked to academic and occupational learning.
4. Paid and unpaid work experiences, as appropriate, including internships and job shadowing.
5. Occupational skill training, as appropriate.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate and not otherwise available to participants through similar/complementary programs that are otherwise available in the community.
7. Supportive services necessary to successful completion of the program outlined in the service strategy.
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months (utilizing existing mentoring programs that are otherwise available in the community to the extent possible).

9. Follow-up services for not less than 12 months after the completion of participation, as appropriate.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Youth services are provided by two agencies: Ozark Action, Inc. (OAI) is a community action agency in West Plains, MO. OAI provides services for youth, adult, dislocated workers and participants in the Career Assistance Program (CAP) for our six western counties. South Central Missouri Community Action Agency provides the same services in our six eastern counties.

South Central Region Program Operator staff work closely with partnering agencies to identify youth in need of WIA services. These agencies include but have not been limited to the following: Family Support Division (referrals through CAP and children in Foster Care), Division of Youth Services, local Juvenile Offices, local school systems (working with school counselors to identify youth at risk for WIA services), and AEL Centers (working hand-in-hand with AEL instructors to recruit AEL students for WIA services). In all instances, where services can be coordinated to better serve the youth, the WIA customers are considered dual enrollments. This provides better customer service, case management and a reduction in WIA costs as costs are shared between the agencies.

Program Operator staff meet with the youth identified within the county of residence for easy customer access. Depending on the other agency working with the youth in question, program operator staff may meet with youth at the FSD office, AEL Center, or at a subcontractor branch office.

2. Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local board's involvement in the projects, and the board's efforts to continue involvement and funding for the continuation of these projects. (Examples include JAG, Youth Build, I Can Learn, Cisco etc.)

The South Central Youth Council has decided that they should become more involved and knowledgeable about what the providers of services are doing and how well they are completing their required tasks. To accomplish this, the council has put in place an activity of monitoring the youth files on a quarterly timetable. At this time, 12 to 18 files are reviewed per monitoring session. These are randomly picked files, being careful to pick files that haven't been reviewed recently.

A timeline graph type of review is used when monitoring the files. It starts with the registration and goes up to the current date. All important dates, events, or situations are shown on the time line. That is, all that are recorded in the file. This seems to be the largest area of concern in that all important events or happenings are not always documented.

The timeline shows a very clear picture of what is occurring in the life of a particular youth. It points out the activities that are put in place for this youth, and it shows the shortcomings of what is not taking place. The monitoring committee puts forth an effort to point out the good efforts where they are taking place. The committee feels this only fair, and it also shows that the monitoring is being done in an effort to improve the providers' efforts and not just a fault-finding process.

After the monitoring, the findings are presented to the director of the provider group for their consideration and comments. In some cases, some concerns can be addressed at that point and in other cases, the issues may have to be looked into or discussed with staff members.

To date, the Youth Council is pleased with the results of the monitoring activities. They feel that the providers have become more accountable in their delivery of services, and the providers now realize that the council is an oversight group to actually oversee their activities.

The monitoring of files will be an on-going activity and is well worth the time and effort that it takes to do. The monitoring results in more accountability on the behalf of the providers. In some cases the provider implemented some of the ideas that came about through the monitoring and discussion at the council meetings.

Presently the WIB and the Youth Council are involved with a program called the Youth Enhancement Opportunity Project. This program works with 16-21 year old youth. It is to be Career Exploration type of activities along with some kind of community project. It is to be a work type activity that weaves into it career exploration and job readiness skills.

There is an amount of \$35,000 for this project and, after a great deal of discussion about this, the Youth Council recommended to the WIB that we ask for requests from the youth programs throughout our region. This project is to be a collaborative effort with Boys and Girls Clubs and other non-WIA service providers. It is hopeful that we can fund four to six different projects and hopefully they would represent most of the 12 counties within our region.

There were seven groups that responded and requested funds. A committee was appointed to review the requests and they selected five groups that best seemed to represent our region. These five projects were then presented to Division of Workforce Development for their approval. The program was due to start in April, but were delayed. All the projects were approved.

The groups involved with this program are happy to be part of this project and the Youth Council will continue to work with these groups to oversee compliance with all of their requirements.

In June, 2005, the WIB Executive Committee recommended that we move ahead with plans to implement the Jobs for American Graduates (JAG) model in two of our school districts. Alternative Opportunities/Lakes Country will serve as Program Coordinator. The Youth Council Coordinator will act as liaison between the school sites, the program coordinator and the WIB. Plans are to expand the number of school sites to at least eight in the near future.

E. Business Services

1. *Describe efforts to continue Business Outreach and Service plan implementation regarding achievement of coordinating business outreach efforts through a single point of contact system. Describe how partner staff work together to “broker” all programs and services to businesses. Include a description of strategies/training to ensure partner staff document business contacts in toolbox and work closely with all career center staff that have business outreach responsibilities. Describe any modifications/revisions to the business outreach plans that were submitted to DWD during 2004.*

The WIB has presented the primary partner agencies with business outreach training, and is now in the process of presenting such training to the secondary partners. This includes explaining the “big picture”; the single point of contact, how coordination and functioning as a system not only benefits the customers, but allows all partners to more easily achieve their performance goals. We cover the how and why of entering business contacts in Toolbox. We have developed certain tools to assist the staff with outreach efforts. We provide these tools (Resource Guides, Cheat Sheets, and Input Forms) in these training sessions, review their contents, and explain how to best use them.

All business outreach staff members are trained to provide access to all Career Center system business services. They do this not by being experts in all areas, but by simply listening to the business customer’s needs and knowing in what areas our system can be of assistance. With the help of the above mentioned outreach tools, they can easily contact the appropriate person to deliver that assistance.

We offer a Job Order Fax-In Form to business customers as an alternative to utilizing Greathires.org or placing a job order over the phone to Career Center staff. While this may seem unnecessarily simple, we have seen both existing and new business customers take advantage of this option.

Our Division of Workforce Development’s Business Representative has developed strong relationships within our region’s economic development community, as well as DED’s Division

of Business Development and Trade. This has resulted in reliable leads to businesses moving to the area, as well as existing businesses that are expanding, having challenges, or even facing layoffs.

2. Describe the region's commitment to businesses and how the training needs of businesses will be addressed, including implementing incumbent worker and On-the-Job Training programs. Include a description of how these services will not duplicate and will coordinate with Missouri's incumbent worker and industry training programs.

Our board became aware of the need for OJT in our region, and met this need with the development and implementation of the Employed Worker Training (EWT) Program. This allows our region's businesses to apply for reimbursement of up to fifty percent of employee wages during a specified training period. Eligible projects must fall into the following categories: Job Retention (If training is shown to be a critical part of a comprehensive plan to retain at-risk jobs), new technology/retooling (when new technology and/or retooling of a facility will increase the company's competitiveness as well as the marketable skill of the employee), Career Pathways (Where training will allow an employee to move into a higher level position, creating a lower level vacancy to be filled)

Our EWT program is designed to minimize the possibility of duplicating both state and WIA training programs. There is currently very little chance of any duplication due to the lack of OJT assistance provided through state programs. However, we coordinate with Division Workforce Development Assistant Director, Amy Deem, to ensure we are all aware of what businesses are applying for, or approved to receive training assistance. EWT applications are only approved if state assistance is unavailable. The South Central Region will actively coordinate with DWD Central Office Business Relations staff to avoid duplication of incumbent worker (Classroom & OJT) and other industrial training programs.

Thanks to the Skills Gap Initiative Consortium effort, we were presented with a clear picture of our business community's challenges with the lack of "soft skills" in the labor pool. One of our Career Centers has worked with a local business, assisting them in the development of a community program to teach these skills to prospective applicants. The Career Center also helps promote these classes by posting registration dates for job seekers benefit.

The WIB wishes to implement a program that would deliver GED/Soft Skills classes, on-site, at participating businesses. The Workplace Initiative/Skills Enhancement (WISE) project will provide Workplace Essential Skills and GED Connections for twelve counties in south central Missouri. The Adult Education and Literacy Programs (AEL) will form a working partnership with employers throughout the area to provide a class within the business or a nearby location. The class curriculum will consist of GED preparation and/or Workplace Essential Skills.

F. Innovative Service Delivery Strategies

Describe how the region will support the Missouri Re-entry Process (MRP) ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

The South Central Region program operators currently provide services to ex-offenders on a regular basis as this group meets the eligibility criteria. At this time, there are not special circumstances for this targeted group. Employers are identified through the employer application process and working relationships established over the years.

Each offender referred from a Missouri Department of Corrections (DOC) Transitional Housing Unit (THU) will be provided an initial appointment with designated Career Center staff upon receipt of such referral. The initial appointment will consist of an assessment and referral to appropriate services and/or programs.”

G. Strategies for Faith-based and Community-based Organizations

Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations’ clients and customers to the services offered by the one-stops in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL’s tool, Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.)

Faith Based and community based organizations are represented within the Workforce Investment Board’s structure; these board members bring the knowledge and resources available within the 12-county area to the table for improved quality service and resources. The WIB, One-stop partners and program operators continue to utilize Faith Based and Community Based organizations to address additional needs that participants may have outside of those served through WIB funding.

The Houston Food Pantry is run by the Catholic Church. As individuals come to the Food Pantry for assistance, they are given the Umbrella Flyers the WIB produced, which shows services available in the region. Other examples include:

Butler County: United Rescue Mission

Carter County: The Free Store

Shannon County: TRS Shannon Co. Food Pantry

Wayne County: Four Corners Food Pantry, Wappappello Methodist Church,

Clearwater Ministerial Alliance Food Pantry.

We refer our clients to any Community Based Organization that might be able to provide services we cannot provide.

X. Local Administration

A. *A description of the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area.**

Performance measures for PY 05-06 have been finalized. See Attachment 7.

B. *An identification of the entity responsible for the disbursement of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i).**

The Council of Chief Local Elected Officials in South Central Region has selected the South Central Workforce Investment Board as the grant recipient and fiscal agent for funds received in the local area under the WIA. Ozark Action, Inc. had served in this position since July 1, 2000. The change in fiscal agent took place July 1, 2005.

The fiscal agent shall, under direction of the CCLEO and the WIB, budget funds from the WIA Title I allocation to allow for services by the Title I Operator(s) including

- a. Multiple core service elements in the full service sites and at Title I Operator satellite locations throughout South Central Region;
- b. A broad range of intensive services as provided in the Act;
- c. A mix of training services to be expended through individual training accounts of participants with eligible training providers, together with on-the-job training contracts and customized training contracts as appropriate;
- d. Supportive services for participants;

- e. Administrative funds (not to exceed 10% from WIA funds) for (1) costs of performing the fiscal agent role; (2) administrative costs for staff support to the WIB and its committees and for monitoring of compliance and performance; and (3) administrative costs necessary to implement the Title I Operator services and the Title I Operator share of costs associated with operation of the full service One-Stop Centers.

C. A description of the competitive process used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions to the ITA process.*

Formally Advertise Competitive Bid-Purchases exceeding \$25,000. Procurements of this nature require the following guidelines:

Advertisement to the public must be in at least two newspapers of general circulation, selected to provide the best coverage for the area. In addition, written notifications to prospective bidders will be considered in an attempt to solicit the receipt of three or more bids. Advertisements are documented by a tear sheet and affidavit of publication.

The formal advertised competitive bid process does not have a minimum number of proposals required, but every reasonable effort will be made to solicit more than one bid response. Should only one bid be received or deemed responsive, a reasonableness of cost and price analysis must be completed.

A formal Request for Proposal (RFP) or Request for Bid (RFB) must be prepared. The RFP indicates what is to be accomplished and requests from the bidder how it is to be accomplished and at what cost. A list of those who received the RFP must be maintained and filed in the permanent file as part of the documentation afterward. The RFP must contain the proposal submission requirements and the proposal evaluation method. Bid selection and award is based on the evaluation criteria. Contractor selection must be documented in writing.

An RFP contains a precise statement and complete specifications of what will be purchased, allowing only one interpretation. It allows no choice in how the work will be accomplished; it essentially requests only a cost from the bidder. Bid comparison and contractor selection is made on the basis of meeting the bid selection criteria, reasonableness of cost, allowability, and whether it meets the identified need(s). Lowest bid may not always be the best award. The bid award(s) must always be in the best interest of the program. Contractor selection must be documented in writing.

The distribution of the RFP (RFB) will be made to anyone responding to the advertisement or the written solicitation. Distribution shall be made no sooner than the

date and time named in the bid solicitation. The RFP should be distributed to known vendors (exceeding three if possible) in an attempt to get as many bids as possible.

For all procurements over \$50,000, a pre-bid conference (electronic or in-person) shall be held with the prospective bidders to answer questions and to clarify issues within the RFP. The time and place of the pre-bid conference is to be named in the advertisement and the RFP. Questions may be posed in person, in writing prior to the opening of the pre-bid conference, or participation by telephone. The questions and answers are formally recorded, and a written copy is distributed to all prospective proposers, both present and non-present. Prior to and after the close of pre-bid conference, no questions may be answered regarding the bid solicitation.

An evaluation team of at least three members is formed prior to the public opening. For all procurements over \$50,000, the Chief Local Elected Official (CLEO), or a designee of the CLEO, must be assigned to the team. These members shall have knowledge of the goods/services to be procured, and shall not benefit in any way from the bidder selection. The appointment of the evaluation team by the Chairperson of the WIB shall be done in writing and retained. The evaluation team for program RFPs should be made up of members of the WIB's Board of Directors.

The time and date of the public opening shall be named in the advertisement and the bid solicitation. The solicitation shall state the format for submitting the bid, that bids must be sealed upon receipt, the number of originals and copies to be submitted, the date and time to be received, and the bid number to be displayed on the outside of the sealed proposal. Bids received shall be time-stamped, logged, and placed, unopened, in a secure place until the time of the public opening. Bids received after the closing time are to be considered non-responsive and are to be returned to the bidder, unopened, and so noted on the log. Bids that do not meet the submission criteria outlined under paragraph 8 and/or the bid solicitation may also be determined non-responsive, if so stated in the RFP (RFB).

The bids shall not be opened prior to the stated public opening time and place. The bids shall be opened by at least two people not on the evaluation team, and shall be recorded as they are opened. The information recorded shall include the date, time opened, bidder's name, address, price, type of proposal or service(s) to be performed, or funding source and number of originals and copies enclosed. The log created at the public opening shall include the name of those in attendance and shall be signed by the team opening the bids. One copy of the bid, including the container/envelope it was sent in, should be retained with the log as part of the permanent file.

Bids are to be determined responsive or non-responsive based on conformity to the essential elements of the solicitation. A written report shall be prepared with adequate

documentation of the reasoning for any bid deemed non-responsive. Non-responsive bids are removed from further analysis

The bids are copied and distributed to the members of the evaluation team. The team should read all bids before meeting as a group. A meeting shall be scheduled to evaluate the bids. Each team member shall evaluate the proposals independently. All aspects of the evaluation meeting shall be recorded, including the date, the time the meeting begins and ends, and the names of those in attendance. Individuals who join the meeting late or leave early must also be recorded.

Responsive bids are analyzed and evaluated in accordance with the evaluation criteria. Each bid shall be evaluated independently of the others. Concerns and/or specific comments regarding the individual responses shall be recorded and maintained with the evaluation documentation. The points awarded by each evaluator shall be recorded separately, and shall be averaged to award a composite score. This may be documented by a computer printout or calculator tape, on which the name of the bidder, type of program, and verification of the composite score is recorded. This documentation is affixed to the proposal document, or maintained intact and included in the permanent file.

The evaluation team must make a contract award(s) recommendation based on their evaluation. The team may recommend that no award be made if it is in the best interest of the program. The award recommendation is made to the full Board of Directors.

The Board of Directors shall consider the recommendations of the evaluation team and shall vote on the recommendations made. For all procurements over \$50,000, the CLEO, or a designee of the CLEO, should poll the Region's county commissioners for consensus. Contract awards on non-awards are recorded in the minutes of the Board meeting. Abstentions from the vote due to a real or implied conflict of interest shall also be recorded in the minutes.

The successful and non-successful bidders are notified in writing of the award utilizing a Letter of Intent to Contract. The letter must be mailed within the time constraints outlined in the RFP (RFB). The bidder must be notified in writing if further negotiations are required prior to the contract being let.

A contract is prepared for signature for the program year or other term outlined in the RFP. Contracts may be extended for an additional one-year period if: the bidder requests an extension; upon approval of the Board; funds are available; and the sub-contractor (bidder) performs successfully under the terms of the contract.

Youth activities, which are required to be bid out, will be bid using a Request for Proposal designed by members of the Youth Council and WIB Program Operations Committee. The requirements for youth activities, performance standards and outcomes will be specified in the proposal inviting offers.

D. Describe how the region is working towards eliminating duplicative administrative costs to enable increased training investments.

The South Central Workforce Investment Board is operating as its own fiscal agent and projects to greatly reduce the administrative costs. It will be at the WIB's discretion, with the state's approval, as to where the excess admin money will be spent. There are many new training projects being researched

E. Identify how the local region ensures that services are not duplicated.

We ensure that services are not duplicated through regular communication, both electronically in ToolBox, and in person. The WIB hosts an annual Team Training event that focuses on sharing information about available services among all One-Stop partners. A Resource Directory has been developed as a result of this training and continues to be updated.

F. Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600. (This policy should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) Include a copy of this policy as Attachment 4 to the local plan.

The complaint and grievance procedure is included as **Attachment 4**. It is made available as a brochure to all WIA Title 1 customers.

G. Include the Planning Budget Summaries for PY 2005 and FY 2006.

Planning Budget Summaries for PY05 and FY06 are included as **Attachment 5**.

III. D- E : Full-Service One-Stop Career Centers, One-Stop Partners located at the Career Centers and the services provided.

Missouri Career Center – West Plains

3417 Division Drive, Suite 1

West Plains, MO 65775-5789

Telephone: (417) 256-3158

Fax: (417) 256-8059

- Division of Workforce Development
 - Wagner-Peyser programs
 - Veterans Title 38 programs
 - Trade Adjustment Assistance
 - Job Corps
 - Parents Fair Share
- Family Support Division
- Division of Vocational Rehabilitation
- Division of Employment Security
 - Unemployment Insurance
- WIA Title I /CAP
- Experience Works
- Workforce Investment Board – Rapid Response
- FSD/Child Support Enforcement
- Adult Education and Literacy

Poplar Bluff Career Center

1903 Northwood Drive, Suite 2

Poplar Bluff, MO 63901-2425

Telephone: (573) 840-9595

Fax: (573) 840-9594

- Division of Workforce Development
 - Wagner-Peyser programs
 - Veterans Title 38 programs
 - Trade Adjustment Assistance
 - Job Corps
 - Parents Fair Share
- Family Support Division

- Division of Vocational Rehabilitation
- Division of Employment Security
Unemployment Insurance
- WIA Title I/CAP
- Experience Works
- Adult Education and Literacy

Services provided by partners at the Missouri Career Centers in the South Central Region include:

For job seeking customers:

Financial aid, job opening information, skills assessment, job seeking skills workshops, job training programs, career exploration, unemployment insurance phone bank, customer resource area, family support services, job placement, school and training information.

For business customers:

Job placement, labor market information, financial incentives, internet posting of job orders and resume retrieval, interviewing/testing of applicants, business workshops, customized training and employed worker training.

Satellite Sites:

Ozark Action, Inc. Workforce Development

P.O. Box 588
710 E. Main St.
West Plains, MO 65775
Phone: (417) 256-6147
Fax: (417) 256-7318

Ozark Action, Inc. Workforce Development Satellite Centers

Douglas County

Douglas County Courthouse
P.O. Box 756
Ava, MO 65608
Phone: (417) 683-5018
Fax: same

Howell County - Mountain View

1402 E. US Hwy. 60
Mountain View, MO 65548

Phone: (417) 934-2870

Howell County – Willow Springs

901 East Main

Willow Springs, MO 65793

Phone: 417-469-1660

Fax: same

Oregon County

Oregon County Courthouse

P.O. Box 248

Alton, MO 65606

Phone: (417) 778-7470

Fax: same

Ozark County

18 Court Square

Gainesville, MO 65655

Phone: (417) 679-4559

Fax: same

Texas County

16798 Oak Hill Drive Suite 600

Houston, MO 65483

Phone: (417) 967-4551

Fax: same

Wright County

Wright County Courthouse Annex

P.O. Box 141

Hartville, MO 65667

Phone: (417) 741-6285

Fax: same

Wright County

1402 E. State Street

Mountain Grove, MO 65711

Phone: (417) 926-5570

Fax: same

South Central Missouri Community Action Agency

Old Alton Road

P.O. Box 6

Winona, MO 65588-0006 (**Shannon County**)

Phone: (573) 325-4255

Fax: (573) 325-4542

South Central Missouri Community Action Agency County Satellite Centers

Butler County

411 West Vine

Poplar Bluff, MO 63901

Phone: (573) 785-7695

573-785-5385

Carter County

707 Main Street

Van Buren, MO 63965

Phone: (573) 323-8570

Fax: 573-323-8942

Reynolds County

Highway 106 & 2nd Street

Ellington, MO 63638

Phone: (573) 663-2855

Fax: 573-663-7567

Ripley County

1208 Walnut St.

Doniphan, MO 63935

Phone: (573) 996-7631

Fax: 573-996-7651

Wayne County

102 South Main

Piedmont, MO 63957

Phone: (573) 223-2475

Fax: 573-223-2798

Services Offered at Affiliate Sites:

Alton: Community Services Block Grant (CSBG), HUD, Weatherization, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Ava: Community Services Block Grant (CSBG), HUD, Weatherization, Head Start, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Doniphan: Community Services Block Grant (CSBG), HUD, Weatherization, Head Start, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Ellington: Community Services Block Grant (CSBG), HUD, Weatherization, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Gainesville: Community Services Block Grant (CSBG), HUD, Weatherization, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Hartville: Community Services Block Grant (CSBG), HUD, Weatherization, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Houston: Community Services Block Grant (CSBG), HUD, Weatherization, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Mtn. Grove: Community Services Block Grant (CSBG), HUD, Weatherization Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Mtn. View: Community Services Block Grant (CSBG), HUD, Weatherization, Head Start, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Piedmont: Community Services Block Grant (CSBG), HUD, Weatherization, Head Start, Southern Missouri Transportation System (SMTS), Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Poplar Bluff: Community Services Block Grant (CSBG), HUD, Weatherization, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Van Buren: Community Services Block Grant (CSBG), HUD, Weatherization, Head Start, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

West Plains: Community Services Block Grant (CSBG), HUD, Weatherization, Head Start, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Willow Springs: Community Services Block Grant (CSBG), HUD, Weatherization, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Winona: Community Services Block Grant (CSBG), HUD, Weatherization, Head Start, Workforce Investment Act Adult, Youth and Dislocated Worker Services, and Career Assistance Program Services.

Attachment 2**SOUTH CENTRAL WORKFORCE INVESTMENT BOARD ROSTER**

TOTAL BOARD MEMBERS = 28

Tina Gargas, Business, Starting USA	Jay Decker, Private Economic Development, Craft, Miles and Tatum
Mitchell Terry, Business, Big Springs Store	James Dancy, Public Economic Development, S.C. Council of Govts.
Bill Henry, Business, Copeland Corp.	Mrytle Little, Labor, Alton Public Schools
Garland Barton, Business, SEI	Margaret Miller, Labor, I.A.M., #2782
Bill Reeves, Business, Warm Fork Woodlands	Rodney Wood, Education, West Plains R-VII Schools
Bill Cook, Business, T.M.R., Inc.	Dr. Larry Kimbrow, Education, Three Rivers Community College
Randy English, Business, Shelter Insurance	Kent Thomas, Education, MSU-West Plains
Warren Bland, Business, Town & Country	Donna Frey, Wagner-Peyser, Vet Title 38, TAA, Job Corps, Div. of Workforce Development
Mike Ennis, Business, Eminence Mfg., Inc.	Darrell Deken, Family Support Division
Theresa Lewis-Gregory, Business, L-AM Consulting	Donna Knodell, Vocational Rehabilitation
Wes Kemp, Business, United Country Reality	Anne Hutchison, Title V – CBO, Experience Works
Carolyn Welch, Business, Mutt & Jeff's Variety Store	Bryan Adcock, Title I-CBO-CSBG-HUD, Ozark Action, Inc.
Bob McDonald, Business, Smith & Co. Consulting	Robert McKiernan, Div. of Employment Security, Springfield Regional Claims Center
Ron Riekema, Business, Caterpillar	Steve Knue, Business, North Pacific

BYLAWS
of the Workforce Investment South Central Region
WORKFORCE INVESTMENT BOARD

ARTICLE I: NAME

This volunteer policy and oversight body shall be the Workforce Investment Board (WIB) for the area described as Workforce Investment South Central Region under the federal Workforce Investment Act of 1998. (For clarity, the Workforce Investment Act is referenced in these Bylaws as “the Act” and the Area, as South Central Region.)

ARTICLE II: PURPOSE OF THE BOARD

The purpose of the WIB is to provide for the governance of workforce development activities for programs ascribed to it under the Act and for development of policy, administration, operation and activities of the Act, in agreement with the Council of Chief Local Elected Officials (CCLEO) in South Central Region.

The Board is empowered to organize itself, elect officers, adopt bylaws and do all those things authorized by the Act and other State and Federal statutes in partnership with, and, where the law requires, under the direction of the CCLEO.

ARTICLE III: ORGANIZATION OF THE BOARD

Section 1. The Board shall consist of members appointed by the CCLEO, from within South Central Region. The Board shall meet the certification requirements of the Governor of Missouri, which will be confirmed every two years or as otherwise established by the State.

Section 2. The Board shall consist of a minimum of twenty-two (22) members as appointed by the CCLEO. As required by the Act, members shall have optimum policy and/or hiring authority. At least 51% of the Board shall be from the private sector. Public sector representatives and One-Stop Partners will compose up to 49% of the Board.

Section 3. Future appointments from any of the groups listed, whether to fill vacancies or expand the membership, must be approved by the CCLEO prior to appointment.

Section 4. Approximately one-half of the Board shall be appointed (or re-appointed) each year. Subsequent appointments will be for two (2) year periods. Approximately one-half of the Board terms will expire on June 30 of each year. The CCLEO will submit a slate of appointees for (re) appointment prior to April 1 of each year. Should a vacancy occur during a term of office, appointments will be made for the duration of that term.

Section 5. No paid, elected county official may serve on the Board.

Section 6. Board members representing the One-Stop Operators and/or providers or contractors of core, intensive and/or training services for the WIB, and who, by virtue of either their direct employment or Board membership affiliations, are prohibited from voting on any matter which would provide direct financial benefit to that member or organization or that would otherwise affect the distribution of funds among the providers of workforce services. Abstentions shall be reflected in the minutes. If any other member is impacted by a decision in which he or she might receive direct financial benefit, that member is bound by the same conflict of interest provisions as heretofore described.

Section 7. Failure by any member to attend three (3) consecutive regular meetings will warrant a vote by the Board to declare that member's place vacant.

ARTICLE IV: MEETINGS

Section 1. All meetings of the Board and its Committees shall be held in accordance with Chapter 610 R.S. MO 1978 (the Missouri Sunshine Law) and subsequent revisions thereto.

Section 2. The time and place of the regular meetings shall be determined by a majority vote of the Board members present.

Section 3. Other (e.g. conference call) meetings of the Board may also be called by the Chairperson at such time and place and for such purposes as the Chairperson shall designate.

Section 4. Other meetings of the Board shall be called upon written request of one-third of the members of the Board filed with the Secretary, which request shall designate the time and place and the purpose of the meeting. The business of any meeting shall be limited to the stated purposes of that meeting.

Section 5. Written notice of regular and other meetings of the Board shall be given to each member at least five days prior to the date of the meeting. The notice shall include a copy of the agenda for the meeting. Notice may be waived in writing by a member. Notice shall be deemed to be duly given when mailed by ordinary mail, postage prepaid, to each member of the Board at his/her last known address as appears on the records of the WIB.

Section 6. Board members, with the exception of One-Stop partners, may be compensated for mileage and conference/training expense in conjunction with the conduct of WIB business through funds to the local area from Title I of the Act. One-Stop partners will follow their normal channels of expense reimbursement for job-related duties within their funding systems.

Section 7. Each member of the Board shall have one vote on all matters voted upon, and all members may vote on any question, except as restricted in Article III, Section 6 of this document. Any member may name, with prior written notice to the Workforce Investment Board, an individual to carry that member's proxy vote at any meeting. A member shall not name an individual to carry that member's proxy vote at subsequent meetings nor more than one third (1/3) of all meetings conducted during any previous twelve months. The named proxy cannot be a current WIB member. Private sector proxies must come from the same county as the WIB member naming the proxy. Public sector proxies must come from the same agency as the WIB member naming the proxy. A slate of designated proxies must be submitted to the CCLEO for approval prior to July 1 of each year.

Section 8. A quorum for the transaction of business at any regular or other meeting shall consist of at least 50% of the current membership, and at least half of the private sector appointees must be present. Every decision of a majority of the members present and voting at any meeting at which there is a quorum shall be valid as the binding act of the Board.

Section 9. The minutes of each meeting shall be prepared and distributed to the Board members at least five days prior to the next meeting. Each Chief Local Elected Official shall also receive a copy of the minutes at least five days prior to the next meeting. The minutes of each meeting and any correction thereof, duly adopted, shall be signed by the Chairperson and Secretary.

ARTICLE V: OFFICERS

Section 1. The officers of the Board, to be chosen by the members, shall be a Chairperson, Vice-Chairperson, Secretary and Treasurer. The Chairperson and Vice-Chairperson must be from the Private Sector members of the Board. The Secretary and Treasurer may be any member of the Board.

Section 2. In addition, there shall be such assistant officers and staff positions as the Board shall, from time to time, deem necessary to carry out the responsibilities of the Board.

Section 3. All officers shall be elected by the Board having received fifty percent or more of the votes cast and shall serve for a term of one year, or in the event of

resignation(s), until their successors are elected and shall have qualified. There shall be no limit on the number of consecutive terms that an officer may serve.

Section 4. Any officer elected by the members of the Board may be removed by the affirmative vote of a two-thirds (2/3) majority of the members present and voting at any regular or special meeting of the Board.

Section 5. Any vacancy occurring in any office shall be filled for the un-expired term thereof by the members in the same manner as any election of officers.

Section 6. The Chairperson shall preside at all meetings of the Board. He or she shall execute all instruments for and on behalf of the Board.

Section 7. The Vice-Chairperson shall, in the absence of the Chairperson, perform the duties and exercise the powers of the Chairperson.

Section 8. The Secretary shall cause to be recorded all of the proceedings of the meetings of the Board in a book to be kept for that purpose. He or she shall give a minimum of five days notice of all meetings of the Board for which such notice is required. The Secretary shall provide for the safe-keeping of all documents of the Board.

Section 9. The Treasurer shall review regular Board financial reports prepared by the fiscal agent and may review other periodic financial documents as necessary to satisfy the Board that finances are within budget and that the financial system and expenditures are in compliance with applicable regulations.

Section 10. All officers, employees, and representatives of the CCLEO who handle funds, or who are custodians of property, shall be bonded in an amount to be determined jointly by the Board and the CCLEO, or as prescribed by law.

Section 11. All checks drawn against funds of the Workforce Investment Act shall be approved within the financial management policies of the fiscal agent as approved by the Board and the CCLEO.

ARTICLE VI: COMMITTEES

Section 1. The Executive Committee shall consist of the Chairperson, Vice-Chairperson, Secretary and Treasurer together with the Chair and Vice-Chair of the CCLEO, who shall serve as ex-officio. The Executive Committee shall have and possess such powers, duties and functions as are set out herein and shall have authority to act on behalf of the WIB when the WIB is not in session.

Section 2. There shall be a Youth Council, appointed by the Board, with concurrence of the CCLEO. The Youth Council shall be responsible to provide input to the development of the Youth Plan and to review and recommend Youth Operators. The Youth Council shall be composed of representatives from among the following:

(a) members of the Board with special interest or expertise in youth policy;

- (b) representatives of youth service agencies, including juvenile justice and local law enforcement;
- (c) representatives of local public housing authorities;
- (d) parents of eligible youth seeking assistance under the Act;
- (e) individuals, including former participants and representatives of organizations that have experience relating to youth activities;
- (f) representatives of Job Corps, as appropriate; and
- (g) other individuals as the chairperson of the WIB in cooperation with the CCLEO, determines to be appropriate.

Section 3. There shall be a Finance Committee responsible to review the WIB and sub-contractor budgets as well as to advise on financial matters such as transfers of allocations, WIB staff salaries, and other fiscal matters. The Finance Committee will assist the Fiscal Manager with the yearly budget. There shall be a minimum of five members and at least two CLEOs serving on the Finance Committee.

Section 4. There shall be a Planning and Evaluation Committee responsible to advise and assist staff in the development of the Plan for the workforce development system as well as to advise on eligible training providers and their performance. There shall be a minimum of five members serving on the committee.

Section 5. There shall be a Program Operations Committee, responsible to study, evaluate and advise on contracting, performance measurement, evaluation and approval of training providers and oversight of the outcomes for service delivery provided through the One-Stop operator(s) and the One-Stop system. There shall be a minimum of five members on the committee.

Section 6. There shall be an Ethics Committee, responsible to make recommendations if complaints or grievances are lodged against a member of the WIB staff or sub-contractor staff. There shall be a set number of three members on the committee: one business sector representative, one public sector representative, and one CLEO.

Section 7. There shall be a Business Committee, responsible to review how the WIB operates and make recommendations. It shall be comprised of a minimum of five members, the majority coming from the private sector

Section 8. There shall be such other committees as the Chairperson of the Board, with the approval of the membership, shall from time to time designate. The members of any said committees shall be appointed by the Chairperson and shall have such authority and perform such duties as the members shall designate by resolution. To the extent feasible and practical, the geography of the WIA shall be represented in Committee composition.

ARTICLE VII: AUDIT

The fiscal records under the auspices of the Board and CCLEO shall be audited annually under the Single Audit Act of 1996 or under such other requirements of government circulars and auditing standards as might apply.

ARTICLE VIII: AMENDMENTS

The Bylaws of the Board may be amended by the 2/3 majority vote of the members present and voting at any regular meeting of the Board, or at any special meeting thereof at which a quorum is present, provided that the proposed amendments have been properly announced and have been provided to the members at least ten (10) days in advance of the meeting.

ARTICLE IX: PARLIAMENTARY AUTHORITY

Meetings of the Board shall be conducted according to procedures contained in Robert's Rules of Order, Revised, unless such procedures are in conflict with the Board's Bylaws, in which case the Board's Bylaws shall prevail.

ARTICLE X: CCLEO AND WIB RESPONSIBILITIES AND AGREEMENT

Section 1. The CCLEO shall be invited to all WIB meetings. No decision shall be made that affects the local plan, budget, contracting, selection of One-Stop operators and One-Stop system, or establishment of performance measures without consultation and concurrence of the CCLEO.

Section 2. The CCLEO is responsible under the Act for

- Consulting with the Governor on designation of the local area
- Serving as local grant recipient of funds, or, designating an entity to serve as local grant recipient or fiscal agent
- Retaining ultimate fund liability
- Approving budget developed by WIB
- Agreeing on Board's selection of One-Stop operators and Boards Memorandum of Understanding with the One-Stop operators
- Jointly with the Board, appointing a Youth Council.

Section 3. The WIB is responsible for

- Developing an annual budget, with approval of the CCLEO
- Selecting One-Stop operators, with agreement of the CCLEO

- Developing a Memorandum of Understanding with One-Stop partners, with agreement of the CCLEO
- Appointing a Youth Council in cooperation with the CCLEO
- Identifying eligible training providers (OJT, classroom, etc.)
- Identifying eligible providers of intensive services, if not provided by the One-Stop operator(s)
- Selecting eligible youth providers, on recommendations of the Youth Council through a competitive bid process
- Assisting the Governor in developing the statewide employment statistics system under the Wagner-Peyser Act
- Coordinating workforce activities with economic development strategies and developing other employer linkages with such activities
- Promoting participation of private employers in the workforce system and ensuring effective provision of activities to assist employers to meet their hiring needs
- Determining its administrative support requirements and the personnel to be retained.

Section 4. The WIB and CCLEO are jointly responsible for

- Developing and submitting a local plan to the Governor (one-year and five-year as instructed)
- Conducting oversight of programs including youth activities, employment and training activities and the One-Stop system.
- Negotiating local performance measures with the Governor.

Section 5. The WIB and CCLEO may establish additional agreements about the implementation of the Workforce Investment Act in South Central Region. It shall be the responsibility of the Executive Committee to negotiate the agreements with the person(s) designated by the CCLEO. Upon completion of the tentative agreements, approval of the agreement by the WIB must be sought at a meeting in which the proposed agreement has been properly announced.

Attachment 4

(The policy cannot be electronically provided. A hard copy is with the original Plan.)

Attachment 5

PLANNING BUDGET SUMMARY
South Central Region
PY 05

Workforce Investment Act Local Allocations:	Title I-B Adult	\$144,387.00
	Title I-B Dislocated Worker	\$151,259.00
	Title I-B Youth	\$743,646.00

Grand Total Local WIA Allocations: **\$1,039,292.00**

Grand Total Local Administration (10% maximum) \$103,929.20

Grand Total Title I-B Adult Non-Admin \$129,948.30

Grand Total Title I-B Dislocated Worker Non-Admin \$136,133.10

Grand Total Title I-B Youth Non-Admin \$669,281.40

Program Services In School Youth \$234,248.49

Program Services Out of School Youth \$100,392.21

Summer EO In School Youth \$234,248.49

Summer EO Out of School Youth \$100,392.21

GRAND TOTAL..... \$1,039,292.00

(must equal GT Local WIA Allocations above)

Planning Budget Summary
South Central Region
FY 06

Workforce Investment Act Local Allocations:	Title I-B Adult	\$556,842.00
	Title I-B Dislocated Worker	\$371,505.00

Grand Total Local WIA Allocations: **\$928,347.00**

Grand Total Local Administration (10% maximum) \$ 92,834.70

Grand Total Title I-B Adult Non-Admin \$501,157.80

Grand Total Title I-B Dislocated Worker Non-Admin \$334,354.50

Grand Total Title I-B Youth Non-Admin

Program Services In School Youth \$0

Program Services Out of School Youth \$0

Summer EO In School Youth \$0

Summer EO Out of School Youth \$0

GRAND TOTAL.....\$928,347.00

(must equal GT Local WIA Allocations above)

(The following MOU has been extended indefinitely, until such time the Workforce Investment Act has been reauthorized. A new MOU will be drafted at that time.)

**MEMORANDUM OF UNDERSTANDING
FOR ONE-STOP SYSTEM SERVICES
IN WORKFORCE INVESTMENT SOUTH CENTRAL REGION**

This Memorandum of Understanding (MOU) is entered into in the spirit of cooperation and collaboration by the South Central Region Local Workforce Investment Board, hereafter referred to as “the WIB” and the One-Stop Delivery System signatory partners, hereafter referred to as “the One-Stop Partners.” It is designed to describe how their various funding streams and resources will be utilized to better serve their mutual customers, both job seekers and employers, through an integrated system of service delivery operated at two comprehensive sites and thirty-six satellite sites, called the Missouri Career Centers. It is understood that the development and implementation of these Centers will require mutual trust and teamwork between the One-Stop partnering agencies, all working together to accomplish the shared goals. The WIB and the One-Stop Partners agree as follows:

I. Purpose of Memorandum of Understanding

The purpose of this Memorandum of Understanding (MOU) is to establish a viable framework in which the South Central Region WIB and the One-Stop Partners will be able to provide One-Stop services for employers, their employees, those seeking employment, employment skills or training, and other interested parties within the local area.

The purpose of the One-Stop system in South Central Region is to create a seamless system of service delivery that will enhance access to the individual programs’ services while improving long-term employment outcomes for customers receiving assistance.

The objective of the parties is to provide these services in the most efficient manner possible, and to meet all performance measures established by the South Central Region WIB, the Missouri Training and Employment Council, the Missouri Division of Workforce Development and the United States Department of Labor.

II. Mission Statement

To provide an integrated workforce development system linking resources into a unified, seamless network so that customers accessing services in the counties of Butler, Carter, Douglas, Howell, Oregon, Ozark, Reynolds, Ripley, Shannon, Texas, Wayne and Wright can obtain and retain living wage jobs and so that employers have a skilled workforce that meets the needs of the region.

III. Vision Statement

Every individual employed at a level commensurate with his/her potential; and every employer with a skilled workforce.

IV. Partners

The One-Stop Partners in this Agreement, providing full-time, on-site services in the full service sites located in Poplar Bluff and West Plains through a consortium are:

1. Missouri Division of Workforce Development (Wagner Peyser, Trade Act Assistance, Veterans Title 38 Programs, Job Corps)
- 2a. WIA Title I Operator - South Central MO Community Action Agency in Poplar Bluff
- 2b. WIA Title I Operator - Ozark Action, Inc. in West Plains

Note: The Title I Operators (Community Action Agencies) will additionally make available Community Services Block Grant employment and training services and other supportive services, part-time or electronically.

3. Division of Employment Security- Unemployment Insurance

The following One-Stop Partners agree to make core services available at the full-service One-Stops, either through partial co-location, electronic connection or print materials:

Poplar Bluff

MO Div. of Vocational Rehabilitation
Three Rivers Community College
Poplar Bluff Technical Career Center
Current River Area Voc. Tech. School
Adult Education & Literacy
Title V: Experience Works
Forest Service Title V Operator
Missouri Family Support Division (FSD).

West Plains

MO Div. of Vocational Rehabilitation
Southwest MO State University/WP
South Central Career Center
Ozark Mountain Technical Center
Adult Education & Literacy
Title V: Experience Works
Forest Service Title V Operator
Missouri Family Support Division (FSD).

While all facilities meet ADA requirements, services have been made more accessible to persons with disabilities through installation of a variety of assistive equipment at the full-service One-Stops. This includes: TDD, 19-inch computer monitor, zoom-tech software to enlarge print on screen and large print lettering for keyboards.

A network of One-Stop Satellite Missouri Career Centers is available for easy customer access throughout the Counties as outlined in the South Central Region Workforce Investment Plan. *(See Attachment1 - List of Satellite Sites)*

V. Structure and Management

The parties to this Agreement will work as Partners to provide One-Stop workforce development services. Each One-Stop Partner will maintain responsibility for the management of its respective staff, equipment, finances and management information systems (MIS).

The One-Stop Partners agree to work collaboratively to develop financial and performance reporting systems to track and report on the outputs, service costs, and to achieve the performance and budget objectives outlined in the Workforce Investment Plan. Ultimate responsibility for performance and budget spending will be the responsibility of each One-Stop Partner respectively.

VI. Services to be Provided

The following are the services that will be delivered through the One-Stop system, along with those agencies responsible for delivering those services and the various funding resources that each will bring to the operation.

VII. Definition of Relationships/Roles

The Workforce Investment Act clearly identifies the One-Stop system as the service delivery system for programs funded under the Act and its One-Stop Partner programs. In South Central Region, the One-Stop system is a consortium of workforce development One-Stop Partners that are responsible for administering and delivering workforce investment and related programs and funding streams.

The One-Stop Partners will work jointly to provide the services identified in Attachment 2 (Crosswalk of Services). In addition, each One-Stop Partner will retain responsibility for respective reporting, monitoring, MIS, and audit resolution systems. This will use the applicable tracking tool identified by the State to report and monitor progress toward meeting the objectives of the South Central Region Workforce Investment Plan, services of which are described in that Plan and in Attachment 2.

The following parties, on and off-site, are involved in the administration and delivery of the WIA and the One-Stop system:

- (a) South Central Region Workforce Investment Board (WIB);
- (b) Chief Local Elected Officials (CLEO);
- (c) One-Stop System/Site Partner(s);

- (d) Division of Workforce Development Operator/Coordinator of Service.

In addition, the Council of Chief Local Elected Officials and the Workforce Investment Board have other agents that carry out their directives under this agreement. These include: Ozark Action, Inc., fiscal agent for the CCLEO, Ozarks Community Development Corporation, which provides staffing services for the WIB, and, at its choice, an independent monitor, responsible for oversight on behalf of the WIB. Ozarks Community Development Corporation (OCDC) is a Public Benefit Corporation registered with the Missouri Secretary of State and is governed by its own board of directors consisting of seven members; . OCDC was incorporated specifically for housing development, but was expanded in 1999 to include community development ~~in 1999~~; and Ozark Action, Inc. is the fiscal agent for OCDC.

VIII. Parties to the Agreement

Parties to this Memorandum of Understanding include:

- (a) South Central Workforce Investment Board (WIB)
- (b) Chief Local Elected Officials (CLEOs)
- (c) One-Stop System/Site Partner(s)
- (e) Division of Workforce Development Operator/Coordinator of service

It has been agreed among the One-Stop Partners that, where there are multiple managerial officials within a Partner agency/institution, the official representative of that agency/institution will be the signatory official.

IX. Referral method for individuals between the One-Stop Partners

The primary principle of the referral system is the provision of a seamless delivery of services to all customers. The triage approach will be used throughout the One-Stop system in which key entry information will be obtained from customers to refer them to appropriate resources. A One-Stop referral form will be used to track customer referrals, results of referral, and follow up.

It is agreed that the One-Stop Partners of this MOU will conduct referral for services in the following manner when a customer enters the Missouri Career Center in West Plains or Poplar Bluff.

The customer enters the lobby of the Career Center and is immediately drawn to a large, colorful bulletin board containing easy-to-read descriptions of all the services offered at the Career Center.

The customer is greeted by a Career Center staff person who asks “*Have you ever visited the Career Center before?*” Whether the customer answers *yes* or *no*, the customer is asked “*Are you aware of all the services provided at the Career Center?*” If *No*, the customer is given a brochure describing each partner agency’s services and a questionnaire/intake form. If *Yes*, the customer is given a flier (umbrella logo), offered a brochure, and given a customer questionnaire/intake form.

The customer reads the brochure and becomes aware of all services available. The customer then fills out the questionnaire/intake form. The staff person collects the questionnaire/intake form and makes appropriate referral(s).

If customer is *new*, registration in MO Works! and Toolbox will occur. The customer is given the choice of registering on a scannable document or via computer. *If by computer*, the customer goes to the Resource Area to register with assistance from the Resource Area Monitor. When the MO Works! registration is completed, a staff person directs the customer to DWD staff for a one-on-one interview. After the interview is complete, the customer is referred to all appropriate in-house services by referring to the notes written on the customer questionnaire/intake form. If the customer is referred to WIA staff and is determined WIA-eligible, WIA registration is completed. If any other services are needed (i.e. DFS, Vo Rehab, Experience Works, RMI, etc.), the customer is directed to staff that can provide assistance.

If the customer chooses to use *scannable document* to register, the customer is given directions on how to complete. The customer takes the completed document back to the staff to have it scanned, then the process is the same as above.

If service is not available *in-house*, the questionnaire/intake form is faxed to appropriate agency(ies). Notes are made to apprise the referred agency as to why the referral was made. A copy of the faxed referral is kept with notes. Upon receipt, referred agency takes responsibility of the customer and reports back to the Career Center regarding outcome. When a referral is faxed, the flier that has been given to the customer is highlighted so that the customer knows who will be contacting them or whom they may contact if they wish.

The Career Center staff follows up with contact to referred agencies and documents results for reports to the WIB.

(See Attachment 3 – Intake Sheet)

Career Center staff, after assessing customer’s needs, utilize the Customer Service Referral Form to direct customers by highlighting or circling the referred agency/institution. This sheet provides addresses and phone numbers for the customer’s convenience.

(See Attachment 1 - Customer Service Referral Form)

The customer has the opportunity to fill out a survey form that measures the level of satisfaction of service he/she received. The WIB Staff Director monitors these surveys and reports results to the WIB.

(See Attachment 4 – Customer Satisfaction Survey Form)

In addition, customers are contacted via telephone for a short survey to determine how the customers view the services they received. This is done quarterly. Employers are also contacted after they have received services. A report is sent to DWD in Jefferson City that provides responses to the survey questions.

X. Performance Goals and Standards

The One-Stop Partner(s) will understand and respect each One-Stop Partner(s) individual services and outcome expectations. Each One-Stop Partner will work collaboratively to ensure that individual business practices and outcomes jointly achieve the objectives as outlined in the Plan. In the event that a One-Stop Partner has a significant variance from planned performance, the One-Stop Partners, in coordination with the WIB and CLEOs, will work jointly to develop written corrective actions. These will be referred to the respective One-Stop Partner's management for appropriate action and resolution. Such resolution may include re-evaluation of the plan of service and/or termination of participation.

It is agreed that the One-Stop Delivery System will strive to deliver a standard of quality service for its customers, employees, and partners. All customers will receive prompt and courteous service designed to assist them in achieving their educational and/or job placement goals.

(See Attachment 5 - FEDERAL ACCOUNTABILITY STANDARDS from Guidelines)

XI. Service and System Operating Costs

Where there are specific statutes and/or regulations (i.e., Vocational Rehabilitation, OAA Title V, etc.) the One-Stop Partners shall not make determinations on how funds for specific programs will be spent. Meeting the requirements established for participants in the One-Stop system will remain the responsibility of the grantee/program operator for any of the programs.

Each One-Stop Partner agrees to provide its own, or to reimburse costs for, office equipment (phones, computers, software, business machines, office furniture and other items) including associated support, inventory, service and maintenance fees. The cost of providing these items and services will be reviewed on a quarterly basis to assure equitable participation by One-Stop Partners. During this Agreement period, the One-Stop Partners will explore the possibility of combining technology resources and

support to enhance the overall operation and electronic linkage of the One-Stop Partners.

Among the One-Stop Partners co-located full-time at the full service Missouri Career Center, a cost allocation system, consistent with Office of Management and Budget (OMB) standards, will be utilized to charge for costs of operations. These financial and non-financial Agreements are included in Addendums to this MOU as regards specific One-Stop Partners. One-Stop Partners providing services through part-time co-location or electronically will determine an equitable system for each party's respective share of costs in the full service Career Centers, considering the costs of Career Center operations.

XII. Indemnification and Liability

Each One-Stop Partner to this Agreement will assume liability for its actions and the actions of its agents under this Agreement. Each One-Stop Partner shall hold harmless, defend and indemnify all other One-Stop Partners to this Agreement from and all claims for damages, including costs and attorney fees resulting in whole or in part from the One-Stop Partner or its agent's activities under the Agreement.

XIII. Non-Discrimination

All parties to this Agreement certify that they are equal opportunity employers. All agree that they will not discriminate in their employment practices or services on the basis of gender, age, race, color, creed, religion, national origin, disability or veteran's status, or on the basis of any other classification protected under State or Federal law. The parties hereby certify that they have in place, policies and procedures to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. The parties further certify that they are currently in compliance with all applicable State and Federal laws and regulations regarding these issues.

XIII. Breach of Agreement

The following activities may constitute a breach of the Agreement by a One-Stop Partner(s):

- (1) failure to pay monies due under the Service and Operating Costs section of this Agreement in a timely manner; or
- (2) failure to cooperate with the One-Stop Operator or any other agent of the WIB with regard to the staffing or operations of the One-Stop full-service site(s).

XIV. Impasse Resolutions

In the event that an impasse should arise between the One-Stop Partner(s) and/or the WIB regarding the terms and conditions, the performance, or administration of this Agreement, the following procedure will be initiated:

- (1) The WIB and the One-Stop Partner(s) should document the negotiations and efforts that have taken place to resolve the issue.
- (2) The WIB Chair or his/her designated individual would meet with the local elected official(s) and/or the One-Stop Partner(s) and/or the One-Stop Operator and/or the One-Stop site manager based on the nature of the impasse to resolve the issue.
- (3) If the issue is still not solved, it would go to the Executive Committee of the WIB for recommendation to the full WIB of a final resolution, with concurrence by the CCLEO required.
- (4) Continued refusal of the agency to cooperate locally and at the State level will result in a referral of the impasse to the State One-Stop Executive Team. The One-Stop Executive Team will conduct an impartial hearing. If the impasse is not resolved as a result of this hearing, the Council will recommend to the Governor that the local agency representative not be a member of the WIB.

XV. Duration of the MOU

This Agreement will become effective as of July 1, 2002 and shall terminate on June 30, 2003. A non-mandated One-Stop Partner may terminate its participation in this Agreement upon 30 days of written notice to the WIB and One-Stop Partners with cause, or upon 90 days of written notice to the WIB and One-Stop Partners without cause.

XVI. Modification Process

One-Stop Partner(s) may request in writing an amendment to the MOU through the WIB. The WIB may amend the MOU whenever the Board determines it is appropriate or necessary. Any modifications to this Agreement, to be valid, must be in writing, signed and dated under the conditions agreed upon by all the One-Stop Partners, and attached to the original Agreement. If any provision of the Agreement is held invalid, the remainder of the Agreement shall not be affected.

XVII. Signature Page

Signature: Leo Warren

Date

Date

Chair, Council of Chief Local Elected Officials

Signature: Garland G. Barton

Chair, Workforce Investment Board

Other Parties to the Agreement:

_____	_____	<u>Regional Manager, Division of Workforce Development</u>
Donna Frey	Date Title	Agency/Institution
_____	_____	<u>Area 4 Sup 1, Family Support Division</u>
Darrell Deken	Date Title	Agency/Institution
_____	_____	<u>Area Supervisor, Division of Vocational Rehabilitation</u>
Donna Knodell	Date Title	Agency/Institution
_____	_____	<u>Assistant Director, South Central Career Center</u>
Brenda Smith	Date Title	Agency/Institution
_____	_____	<u>Vice President, Three Rivers Community College</u>
Dr. Larry Kimbrow	Date Title	Agency/Institution
_____	_____	<u>Executive Director, Ozark Action Inc.</u>
Bryan Adcock	Date Title	Agency/Institution
_____	_____	<u>State Director, Experience Works</u>
Janice Bramwell	Date Title	Agency/Institution

PY 2005 and 2006 Final Negotiated WIA Performance Measures for South Central Region

Category	Region PY05 Planned Level	Region PY06 Planned Level
Adults		
Adult Entered Employment	81.0%	82.0%
Adult Employment Retention	85.0%	86.0%
Adult Earnings Change	\$3,100	\$3,200
Adult Employment & Credential	68.0%	70.0%
Dislocated Workers		
DW Entered Employment	83.0%	84.0%
DW Employment Retention	86.0%	87.0%
DW Earnings Replacement	(\$1,000)	(\$1,050)
DW Employment & Credential	68.0%	69.0%
Older Youth		
Older Youth Entered Employment	64.0%	68.0%
Older Youth Employment Retention	69.0%	71.0%
Older Youth Earnings Change	\$2,550	\$2,650
Older Youth Credential	38.0%	38.0%
Younger Youth		
Younger Youth Skill Attainment	84.0%	85.0%
Younger Youth Diploma Attainment	70.0%	71.0%
Younger Youth Retention	62.0%	63.0%
Customer Satisfaction¹		

Note: ¹ State didn't negotiate for customer satisfaction levels with region